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1 October 2009

We work for the Soldier. To make the Army Strong … we make Soldiers Strong. Our mission, in its broadest terms, is to equip and sustain the world's most capable, powerful, and respected Army. Our top priority is to ***provide Warfighters with the decisive edge.***

The organizations highlighted in this reference book are the key elements of the acquisition community who accomplish this mission. They are manned by highly dedicated professionals who execute diverse responsibilities to enable the disciplined management of an extensive acquisition portfolio. These responsibilities include: research and development; program management; contracting; systems engineering; and development of Army-wide policy for procurement, logistics, chemical weapons destruction and demilitarization, science and technology, defense exports and cooperation, and many other areas.

Our acquisition professionals serve under the leadership and direction of 11 Program Executive Offices, two Joint Program Executive Offices, seven Deputy Assistant Secretaries, one Deputy for Acquisition and Systems Management, three Direct Reporting Units, and several major subordinate commands of the U.S. Army Materiel Command.

As you review this guide and visit our organizations and displays, you will see the strategic relevance, complexity, innovation, and interconnectedness of the products and systems we are delivering. To expedite the delivery of vital warfighting systems and services, we are continuing to improve traditional acquisition processes. At the same time, we are institutionalizing new processes to improve effectiveness, efficiency, transparency, collaboration, and our overall ability to rapidly procure and deliver the technologies and equipment our Warfighters require.

As the Army recapitalizes and modernizes its capabilities – while simultaneously investing in new technologies and improving our acquisition processes to better support our Warfighters – we will continue to depend upon the support and cooperation which results from strong relationships with the Department of Defense, the Congress, and vital strategic partners such as the U.S. Army Materiel Command and its subordinate commands.

We will continue to demonstrate the leadership, managerial excellence, innovation, and commitment to continuous improvement needed to meet this challenge.

N. Ross Thompson III
Lieutenant General, GS
Principal Military Deputy to the
Assistant Secretary of the Army
(Acquisition, Logistics and Technology)

Dean G. Popps
Acting Assistant Secretary of the Army
(Acquisition, Logistics and Technology)

DESIGN·DEVELOP·DELIVER·DOMINATE
We Make Soldiers Strong

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ASA(ALT)
DESIGN • DEVELOP • DELIVER • DOMINATE

ASA(ALT) Credo

Assistant Secretary of the Army (Acquisition, Logistics and Technology (ASA(ALT))

Our first responsibility is to the Soldier who protects and preserves our Nation. We strive to meet the needs of the Soldier at war while innovating to respond to the rapidly evolving threat environment. In meeting the needs of Soldiers, who are deployed by combatant commanders to put their boots on the ground, we ensure the production of the highest-quality capabilities — *to provide the right product, at the right place, and at the right time.* As the single decision authority on all matters regarding acquisition, we ensure that America's Army is equipped for the 21st century.

Our second responsibility is to the Acquisition Workforce, the men and women who work daily to ensure quality products for the Soldier. We must ensure the readiness and sustainment of a professional civilian and military workforce. We must promote leadership and professional development within this workforce. We must ensure that individual skill sets are matched with relevant work requirements. We must promote an environment of open communication, in which our workforce can excel in their vital roles to equip and sustain the world's premier fighting force.

Our next responsibility is to our partners — Army, Joint, Industry, International, and Academia. We work with our partners to develop, acquire, deliver, and sustain weapon systems and capabilities for Soldiers. We must collaborate effectively to ensure our Soldiers are rapidly equipped with the products they need. We must work closely with our partners to continually improve the quality and interoperability of Army capabilities.

Our final responsibility is to the American Public. We must be good stewards of taxpayer dollars and work continuously to achieve the highest levels of effectiveness and efficiency in our business processes. We must communicate effectively to those who represent the public to ensure they understand the impact that ASA(ALT) and the Acquisition Enterprise have on their constituents. We must remain connected to the people we serve and the communities we depend upon for support.

ASA(ALT) Overview

PROVIDING WARFIGHTERS WITH THE DECISIVE EDGE

Our mission is to effectively and efficiently develop, acquire, field, and sustain materiel by leveraging domestic and international, organic, and commercial technologies and capabilities to meet the Army's current and future mission requirements. Our vision is clear: **To equip and sustain the world's most capable, powerful, and respected Army.**

The Army's ability to achieve this vision rests on the Army Acquisition Workforce, fully employed and deployed worldwide in support of our Soldiers. The men and women who make up this workforce serve under the direction of 11 Program Executive Offices, two Joint Program Executive Offices, seven Deputy Assistant Secretaries, one Deputy for Acquisition and Systems Management, three Direct Reporting Units, and several major subordinate commands of the U.S. Army Materiel Command.

WARFIGHTERS: OUR FOCUS

Soldiers…Warfighters…are the heart of everything we do. They are over a million strong — men and women, Active and Reserve — steeled by eight years of war. We now have a generation of Soldiers not seen in over 30 years: hardened by battle, strengthened by sacrifice, and resolved to defeat the enemies of our Nation. Embodying the strength of the Nation, they will face a dangerous, uncertain operational environment for the foreseeable future.

As we transition from major operations in Iraq to Afghanistan, while facing complex global challenges elsewhere, our responsibility to prepare our Warfighters grows in importance and magnitude.

"As Commander-in-Chief, I will do whatever it takes to defend the American people, which is why I've increased funding for the best military in the history of the world. We'll continue to make new investments in 21st century capabilities to meet new challenges, and we will always give our men and women in uniform the equipment and the support that they need to get the job done."

President Barack Obama
May 22, 2009

Who Are We? The ASA(ALT) Identity:

As the Army Acquisition, Logistics, and Technology Community —

We are... nearly 41,000 civilian and military acquisition professionals and staff...

- Dedicated to providing essential equipment and materiel support to the Soldier when and where needed; and,
- Committed to principles of fiscal stewardship, ethical behavior, and acquisition and procurement integrity.

We are... an independent, fully accountable and transparent acquisition community...

- Organized by 11 Program Executive Offices, two Joint Program Offices, and three Direct Reporting Units in 13 locations throughout the United States;
- Responsible and accountable to Article 2, Section 2 Presidentially appointed and Senate-confirmed civilian leadership;
- Responsible for over 650 acquisition programs; and,
- Responsible for a budget that exceeded $78 billion in Fiscal Year 2008 (FY08).

We are... an expeditionary workforce capable of deploying anywhere, anytime...

- With nearly 6,000 personnel deployed in support of 24 military operations; and,
- Able to perform the full range of acquisition and procurement activities in support of Soldiers and Combatant Commanders.

We are... a self-aware and outcome-oriented Army Acquisition Enterprise...

- Committed to continuous self-assessment and improvement; and,
- Dedicated to the principles of transformation at all levels of the Enterprise.

We are… an innovative and dedicated Science and Technology (S&T) community…

- Responsible for pursuing unprecedented technological capabilities with direction and authority over the entirety of the Army's research and technology program;
- Leading activities at 23 laboratories and research, development, and engineering centers across five Army Commands, Army Service Component Commands, and Direct Reporting Units in 14 states;

ASA(ALT) and its affiliates and partners around the world work to develop, acquire, deliver, and sustain weapon systems and the best capabilities for our Soldiers.

Soldiers participating in the toxic industrial chemical protection and detection equipment training, use an Ahura Scientific First Defender to identify chemical agents. The handheld device uses Raman spectroscopy to identify a wide variety of chemical substances, from common household items to deadly industrial toxins.

- With more than 10,000 scientists and engineers and a six-year budget of roughly $11 billion; and,
- Overseeing Army-sponsored university investments at four major University Affiliated Research Centers (located at the Universities of Texas, California-Santa Barbara, Southern California, and the Massachusetts Institute of Technology); five Centers for Enduring Needs (located at Arizona State University, Stanford, Penn State, Georgia Tech, and the Universities of Michigan and Delaware); and many academic partners at Historically Black Colleges and Universities/Minority Institutions and other institutions across the country.

We are… a community dedicated to the elimination of the stockpile of chemical agents in accordance with the Chemical Weapons Convention…

- With seven chemical demilitarization sites throughout the United States, two of which are the responsibility of the Office of the Secretary of Defense. Three sites have completed operations: Johnston Atoll Chemical Agent Disposal System; Newport Chemical Agent Disposal Facility in Indiana; and Aberdeen Chemical Agent Disposal Facility in Maryland;
- Operations continue at Tooele Chemical Agent Disposal Facility in Utah; Anniston Chemical Agent Disposal Facility in Alabama; Umatilla Chemical Agent Disposal Facility in Oregon; and Pine Bluff Chemical Agent Disposal Facility in Arkansas. Construction operations are ongoing at Pueblo Chemical Agent–Destruction Pilot Plant in Colorado and Blue Grass Chemical Agent–Destruction Pilot Plant in Kentucky;
- As of mid-August 2009, 64.1 percent of the stockpile has been destroyed; and,
- We remain committed to the safety of our workforce, the public, and the environment.

We are… a community dedicated to international security cooperation…

- Responsible for exports, technology transfer, armaments cooperation, and for equipping and training our international partners;
- Overseeing all matters involving security assistance; export policies; oversight of direct commercial sales of Army defense articles; and international cooperative research, development, and acquisition;
- With programs that exceed $23 billion in sales and $300 million in U.S. and foreign financial contributions to cooperative research and development efforts in more than 140 countries; and,
- Supporting our foreign partners by building partnership capacity, interoperability, and relationships to meet strategic objectives.

The Army Acquisition Community consists of nearly 41,000 professionals, a diverse portfolio of more than 650 acquisition programs, and obligation authority for approximately 25 percent of the Army's total budget authority. We are employed and deployed worldwide as a community comprised of a Headquarters with seven Deputy Assistant Secretaries, one Deputy for Acquisition and Systems Management, 11 Program Executive Offices, two Joint Program Executive Offices, the U.S. Army Acquisition Support Center, the U.S. Army Chemical Materials Agency, the U.S. Army Medical Research and Materiel Command, and we collaborate extensively with elements of the U.S. Army Materiel Command. We sustain enduring relationships across the Army Staff, Secretariat, and with Combatant Commands and Army Commands around the globe. As we manage people and programs, we are guided by a set of common beliefs:

- We will ***MAKE SOLDIERS STRONG,*** through acquisition processes focused to ***DESIGN, DEVELOP, and DELIVER*** capabilities to enable our Soldiers to ***DOMINATE*** in an era of persistent conflict — and we shall ***SUSTAIN*** those Soldiers, systems, and support personnel throughout the duration of those operations.
- We will ***SUPPORT THE WARFIGHTER,*** while striving to ***ACHIEVE ACQUISITION EXCELLENCE***.
- We ***PROVIDE WARFIGHTERS WITH THE DECISIVE EDGE,*** while ***MODERNIZING SYSTEMS AND PLATFORMS TO MEET CURRENT AND FUTURE OPERATIONAL REQUIREMENTS***.

Our commitment to our people underpins and creates the foundation for our success. We cannot achieve any of these objectives without developing and caring for our dedicated and professional ***ACQUISITION WORKFORCE***.

SSG Sheila Williamson, Warfighter Information Network-Tactical (WIN-T) Increment One supervisor, participates in the setup of an Increment One platform vehicle during the Fort Lewis WIN-T Independent Operational Test and Evaluation.

Key Messages and Organizing Principles

As we continue our efforts to continuously improve our internal operations and processes, reinforce the acquisition identity, and collaborate with key stakeholders and partners to equip our Soldiers, there are several critical elements of our approach that inform and frame our strategies. These are an ever-evolving set of guiding messages — and organizing principles — that serve to unite the acquisition community under a common banner, brand, and presence:

- The Army exists to protect our Nation from our enemies, defend our vital national interests, and provide support to civil authorities in response to domestic emergencies.
- The Army must sustain the quality and viability of the All-Volunteer Force and the many capabilities it provides to the Nation.
- We deliver ready forces and land force capabilities to the combatant commanders in accordance with Title 10 in support of the National Security Strategy, the National Defense Strategy, and the National Military Strategy.
- We enable and support adaptive, versatile, and full-spectrum capable Soldiers with high technology.
- We develop and field programs, platforms, and systems as a core enabler of the Army's modernization and equipping strategies.
- We are rebuilding and rebalancing our Acquisition Workforce.
- We are reinforcing our efforts to strengthen "enterprise approaches" to better enable our Army Force Generation (ARFORGEN) model, better support Soldiers, and achieve greater effectiveness and efficiencies.
- We strive to achieve Acquisition Excellence… and are doing so.

The Improved Target Acquisition System brings long-range, lethal, anti-armor, and precision assault fire capabilities to Soldiers by doubling target acquisition ranges and maximum range engagements with Tube-launched, Optically-tracked, Wire-guided missiles, thus significantly enhancing system lethality and Soldier survivability.

Strategic Context

Several factors combine to create the context in which we are accomplishing our mission:

Objective Reality of War

America's Army is the Strength of the Nation. Deployed on a global scale, our Warfighters are engaged in protracted combat in two theaters and in other operations in many regions. Our operational demands and high personnel tempo outpace our ability to fully restore readiness across the Army.

Strategic Uncertainty

In the years ahead, the United States will continue to face unanticipated strategic challenges to our national security and the collective security of our international partners. These challenges will occur in many forms and will be waged across the spectrum of conflict — ranging from peaceful competition to challenges posed by hybrid threats to wartime contingency scenarios of varying scale and complexity. In addition, the Nation may be engaged in simultaneous military operations in all operational domains: land, sea, air, space, and cyberspace.

Fiscal Constraint and Acquisition Excellence

We will continue to execute our acquisition programs in an increasingly constrained fiscal environment. Our efforts will remain highly visible and a subject of national attention. The Army, and our Acquisition Workforce, must fully institutionalize its continuous process improvement initiatives to obtain greater effectiveness and efficiencies — while embracing the tenets of Acquisition Reform and enhancing the overall capacity and capability of our acquisition professionals.

Strategic Direction

We have established a set of key strategic initiatives to guide the efforts of the acquisition community to achieve our mission, realize our vision, and enable the Army's broad modernization goals. These initiatives provide the enduring, unifying focus for our collective effort.

Deliver Materiel and Services Needed to Provide Warfighters with the Decisive Edge

To underwrite our ability to accomplish National Security, National Defense, and National Military strategic objectives, we provide our Warfighters with the best equipment and support the Nation can deliver. We fulfill this purpose through the effort and innovation of our military and civilian workforce and our collective ability to plan, program, and execute our acquisition programs accordingly. We are continuing our work to respond rapidly and flexibly to time-sensitive requirements. At the same time, we are complying fully with ethical standards of conduct and the laws that create the context for our responsibilities, relationships, and fiscal and environmental stewardship requirements.

MRAP vehicle with new lightweight armor.

To enable the accomplishment of our vital mission, we must sustain an independent acquisition function. We must fully leverage the skills and capabilities of our professional workforce and strengthen collaboration with our key partners and stakeholders to perform effective, efficient life cycle functions for design, development, deployment, sustainment, and other areas.

This initiative is overarching. It supports and is enabled by the following initiatives.

Leverage the Full Potential of Technology to Empower Soldiers

The American Soldier — the most potent of our Nation's weapons — is enabled by technology. We must sustain the technological superiority of our Soldiers by creating unprecedented capabilities for them. Underpinning this imperative is a robust, dynamic Army Science and Technology community — of people and laboratories — that seeks to achieve radical scientific and technological breakthroughs to ensure our Soldiers maintain a decisive edge over our enemies.

The Army's scientists, engineers, and integrated product teams of acquisition professionals have been at the forefront in adapting technology for urgent operational needs. They are enhancing our Warfighters' capabilities, as exemplified by the newly fielded First Strike Ration, which reduces by 40–50 percent the weight of the daily combat food ration carried by Soldiers during initial periods of high intensity conflict.

Our scientists and engineers continuously harvest materiel solutions from past investments, such

Deployed mine-detecting GPR on a Husky.

as the development of mine detection ground penetrating radar (GPR) technology. They also provide extraordinary technical expertise which has resulted in the development and integration of technologies such as new lightweight armor. This armor has dramatically enhanced the survivability of Mine Resistant Ambush Protected (MRAP) and other combat vehicles in the face of constantly evolving threats. Sufficient, sustained, and predictable investment in research and development and science and technology is needed to provide our Soldiers with the decisive edge.

Continually Improve and Achieve Excellence in Our Acquisition Processes

Supporting an Army at war is critical, both tactically and strategically. From a tactical standpoint, we work with our joint, international, and industry partners to provide the weapon systems, software, and equipment our Soldiers need to accomplish their missions decisively. Strategically, as we meet ongoing requirements, we work to collapse the timelines required to get weapon systems and equipment to our Soldiers. Our goal is to compress the concept-to-combat cycle to best meet Soldiers' needs.

To enhance the value and relevance of our products and services, we are continually reviewing our internal processes and procedures and strengthening our internal and external interfaces. We strive to achieve acquisition excellence by reinforcing our history as good stewards of taxpayer dollars and remaining accountable to Congress, the President, the American Public — and our Soldiers who depend on us. We are committed to making progress in two key areas — human capital enrichment and portfolio integration — to keep our Army the world's preeminent landpower.

We cannot have a 21st Century operational force generated and supported by 20th Century processes. To meet future challenges, we must achieve a high level of continuous, measurable improvement in our core acquisition and logistics business processes. By "taking work out" of our processes — reducing waste in all its forms — we will accelerate our transformation. In addition, in the face of downward fiscal pressure, we will continue to enable our Army to best direct resources to our most compelling wartime needs.

Contractors arrive at the Al Akad station build site in Baghdad, Iraq, to conduct a ground survey and to estimate for the future.

Continually Improve Our Capacity to Design, Develop, Deliver, Dominate, and Sustain

We must further embrace the interdependencies of systems and platforms — both under development and in sustainment — to best manage the resource, scheduling, and operational impacts of program adjustments. We are improving our coordination across programs, over time, formation by formation. We are also improving linkages to both our force generation and planning, programming, and budgeting processes.

We are working to improve our systems engineering capacity, to rebuild and revitalize our Governmental workforce of systems engineers, and to integrate these improvements across our entire acquisition and program management framework. To provide the skill sets needed to manage our complex acquisition portfolio as a collaborative team, we are working to attract and retain the finest scientists, engineers, program managers, logisticians, business, and contracting professionals.

We are continuing to improve how we manage systems-of-systems across their entire life cycle. We are also improving how we work with the Training and Doctrine Command, other Army entities, and combatant commanders — to better understand, anticipate, and respond to emerging requirements for warfighting capabilities.

The platforms and systems we produce are not stand-alone systems. Each depends on other systems to produce capabilities for Soldiers. We are strengthening and investing in our system-of-systems portfolio approach to best synchronize, integrate, and deliver the capabilities our deploying formations need to accomplish their missions. To realize our broader objectives for improving systems engineering, we are examining each of our core processes. These processes include: engineering; acquisition program management; configuration management; testing and validation; force integration; and planning, programming, and budgeting.

The Apache Block III attack helicopter program exemplifies the complexities of the interdependencies we manage. The attack helicopter, a system in itself, is actually a "system-of-systems." For this reason, Program Executive Office (PEO) Aviation does not act independently to field an aircraft. In fact, its efforts are wholly interdependent with other PEO organizations. To fully field and employ this system, this single PEO must synchronize its efforts with many other PEO portfolios — each of which has different delivery dates for the numerous products or services it provides to the Army or the Joint Force.

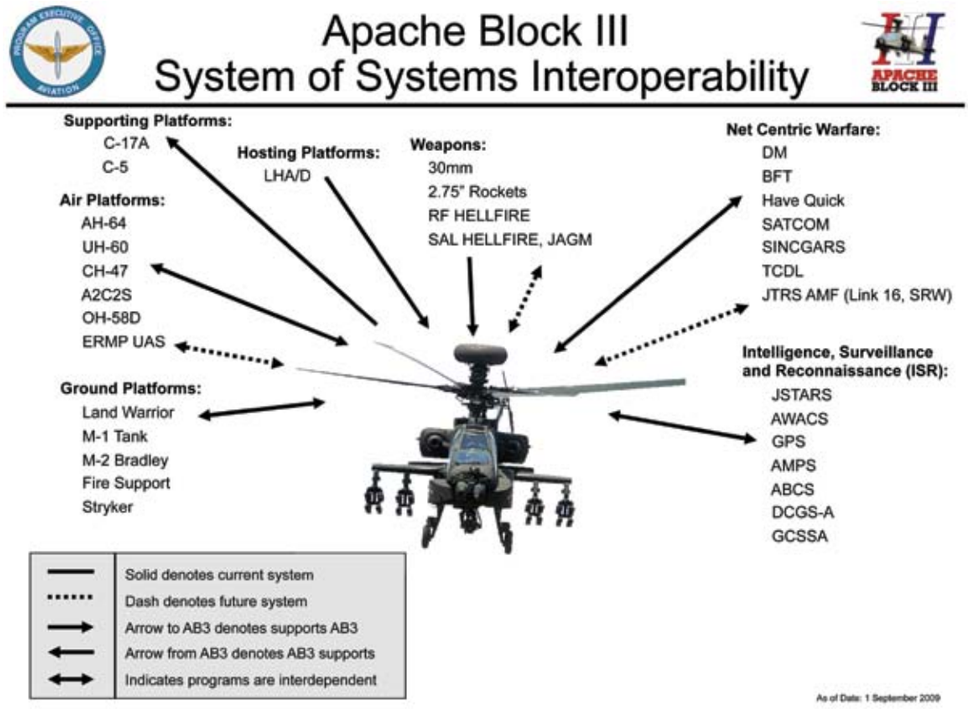
As the Apache Interoperability chart depicts, the "system-of-systems" known as Apache Block III requires interaction with at least seven different categories of programs and platforms. These include (beginning at the left of the diagram and working clockwise): Ground; Air; Supporting; Hosting; Weapons Systems and Munitions; Communications (to employ Net Centric doctrine); and Intelligence, Surveillance, and Reconnaissance.

In practical terms, this means that, among others, PEO Aviation must work closely with all of the 11 ASA(ALT) PEOs and two Joint PEOs, each of whom is responsible for the timing of a range of programs, some of which are depicted here. In sum, fielding an attack helicopter requires a "systems-of-systems" approach to ensure that the helicopter is able to: interact with ground, air, transporting, and hosting platforms; employ its onboard weapons systems; receive its supply and resupply of ammunition; communicate (through voice, digital, satellite, and other means); and receive and transmit imagery, position locating, and intelligence information.

Here, SSG Henry Flores III, 2nd Combined Arms Battalion, 8th Infantry Regiment, 2nd Brigade Combat Team, 4th Infantry Division, provides security during a patrol of Diwaniya Market, Iraq.

Achieving excellence in acquisition also involves demonstrating continuous stewardship and superb management of highly sensitive and visible programs for which we have executive agent authority, such as the Nation's chemical weapons disposal program.

The U.S. Army Chemical Materials Agency (CMA), using acquisition processes as its baseline, works with private industry, academia, and other interested policy and environmental stakeholders to eliminate America's obsolete chemical weapons. CMA also responds to discoveries of non-stockpile chemical weapons and safely stores those weapons until their disposal. Moreover, CMA partners with the Federal Emergency Management Agency to prepare local communities to deal with potential emergencies involving those weapons.



KEY TO ACRONYMS

Program/Platform

- A2C2S: Army Airborne Command and Control System
- ABCS: Army Battle Command System
- AH-64: Apache Helicopter
- AMPS: Aviation Mission Planning System
- AWACS: Airborne Warning and Control System
- BFT: Blue Force Tracker
- C-17A: Globemaster Cargo Aircraft
- C-5: Galaxy Cargo Aircraft
- CH-47: Chinook Helicopter
- DCGS-A: Distributed Common Ground System-Army
- DM: Distribution Management
- ERMP UAS: Extended Range Multi-Purpose Unmanned Aircraft System
- Fire Support: Artillery Systems
- GCSSA: Global Combat Support System Army
- GPS: Global Positioning System
- Have Quick: Frequency-hopping Radio
- JAGM: Joint Air Ground Munitions
- JSTARS: Joint Surveillance and Target Attack Radar System–Air
- JTRS AMF: Joint Tactical Radio System Airborne Maritime Fixed
- LHA/D: Landing Helicopter Assault/Dock
- Land Warrior: Ground Soldier Ensemble
- LHA-D: Amphibious Assault Ship–Dock
- Link 16: Radio Type
- M-1: Abrams Tank
- M-2: Bradley Fighting Vehicle
- OH-58D: Kiowa Warrior
- SATCOM: Satellite Communications
- SINCGARS: Single Channel Ground and Airborne Radio System
- SRW: Soldier Radio Waveform
- Stryker: Armored Combat Vehicle
- TCDL: Tactical Common Data Link
- UH-60: Black Hawk Helicopter

Leverage Lessons Learned to Support the Full Range of Army Modernization and Equipping Initiatives

The Army's enduring mission is to protect and defend our vital security interests and to provide support to civil authorities in response to domestic emergencies. This requires an expeditionary, campaign capable Army able to dominate across the full spectrum of conflict, at any time, in any environment, and against any adversary — for extended periods of time. To support this requirement, we are continually reviewing and adapting our structure, organization, and capabilities.

As an example, we are applying the lessons learned from Future Combat Systems — the value of spin-outs and increments, systems-of-systems engineering, networked operations, and others — to continuously improve "how we do business" to support Soldiers. Just as the Army applies the Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities construct to develop and adapt its operational capabilities, we apply this same construct to our acquisition processes to enable us to evolve on pace with the Warfighters we support.

To enhance our contributions, we are continuing our efforts to bring the Army's acquisition and sustainment communities closer together to focus seamlessly on the entire life cycle of our weapon systems and equipment. By strengthening collaboration among all partners and stakeholders, and implementing numerous improvements to our life cycle management process, we are furnishing products to Soldiers faster, making good products better, and reducing costs.

Rebuild and Rebalance the Capability of the Acquisition Workforce

In the Army, our people are our most important asset. During the last decade, we witnessed a steady decline in the size of the Army Acquisition Workforce — in the face of a wartime workload increasing in both size and complexity. The civilian and military members of our Acquisition Workforce now total approximately 41,000, a significant reduction from the Cold War era. These acquisition professionals are located in our PEOs, in various commands, and in other organizations across the Army. During 2008, this workforce managed over one-quarter of every Federal dollar spent on contracts. Every day, they make a direct impact on the products and services we procure for Soldiers.

To better support the Army, enable our combatant commanders, and alleviate the stress of doing more with less, we are rebuilding (growing) and rebalancing (aligning the right skills to the work) the Army Acquisition Workforce. On April 6, 2009, in discussing the proposed Fiscal Year 2010 Defense Budget, Secretary of Defense Robert M. Gates said, "this budget will… increase the size of the Defense Acquisition Workforce, converting 11,000 contractors to full-time government employees, and hiring 9,000 more government acquisition professionals by 2015, beginning with 4,100" in Fiscal Year 2010. We are working aggressively to implement Defense Acquisition Workforce growth. The purpose is clear: to ensure the Department of Defense (DOD) is well positioned to produce best value for the American taxpayer and for the Soldiers, Sailors, Airmen, and Marines who depend on the weapons, products, and services we buy.

The objectives of the growth strategy are to: rebalance the acquisition total force; grow the Government Acquisition Workforce 15 percent by 2015; improve acquisition capabilities and capacities; improve defense acquisition oversight; close workforce gaps; strategically reshape acquisition training; and target incentives appropriately. We are well underway in our work to properly resource this growth. By the end of Fiscal Year 2010, we plan to have hired and insourced a total of 2,600 civilian acquisition employees.

We are also continuing our work to achieve the intent of Section 852 of the National Defense Authorization Act (NDAA) of 2008, Public Law No. 110-181. Section 852 directed the establishment of the Defense Acquisition Workforce Development Fund. This fund enables the Defense Department to better recruit, hire, develop, recognize, and retain its acquisition workforce. The Army is building and executing a program of nearly $1 billion focused on: hiring acquisition interns, journeymen, and highly qualified experts; offering new education, training, and developmental programs; and funding recognition and retention incentives. These initiatives are helping us to enhance the overall stature, development, and professionalism of those who fill our ranks.

As we work to rebuild and rebalance the force, we are also strengthening the unique identity of our Army Acquisition Workforce. In addition, we are accelerating our work to institutionalize Contingency Contracting as a core competency — to better provide the Army-wide program management and logistics skills needed in expeditionary operations.

Improve Our Capability and Capacity to Articulate Our Strategic Initiatives and Compelling Needs

We are continuing our work to more fully develop the ability to communicate more effectively with both our internal and external stakeholders. We serve both the Soldier and the American Public — and must remain connected to both. We are working aggressively to:

- **BUILD AWARENESS** of ASA(ALT)'s strategic direction and priorities to advance understanding of our organizational mission and the execution of Army acquisition programs;
- **BUILD COOPERATIVE RELATIONSHIPS** with ASA(ALT) stakeholders to ensure effective, efficient execution of organization priorities and programs; and,
- **BUILD ADVOCACY** for Army and ASA(ALT) priorities and initiatives through carefully focused activities intended to educate and inform key stakeholders. Our efforts in this realm are intended to increase the likelihood of achieving our strategic goals. We seek to create "champions" and obtain sufficient, sustained, and predictable resourcing needed to ensure program stability and enable better program management.

Ultimately, to accomplish our mission for Warfighters, we are working — as part of an overarching Department of the Army effort — to better communicate with our stakeholders in clear, unambiguous terms.

Moving Forward

The likelihood of continuing conflict and the resilience of ruthless, determined, and adaptive enemies form the basis of our requirements to modernize. Continuous modernization is the key to transforming Army capabilities and maintaining a technological advantage over our adversaries across the full spectrum of conflict. We have received extraordinary funding support through wartime Overseas Contingency Operations funds. However, they have only enabled us to sustain the current fight. We look forward to continued Congressional support to achieve our broad modernization goals.

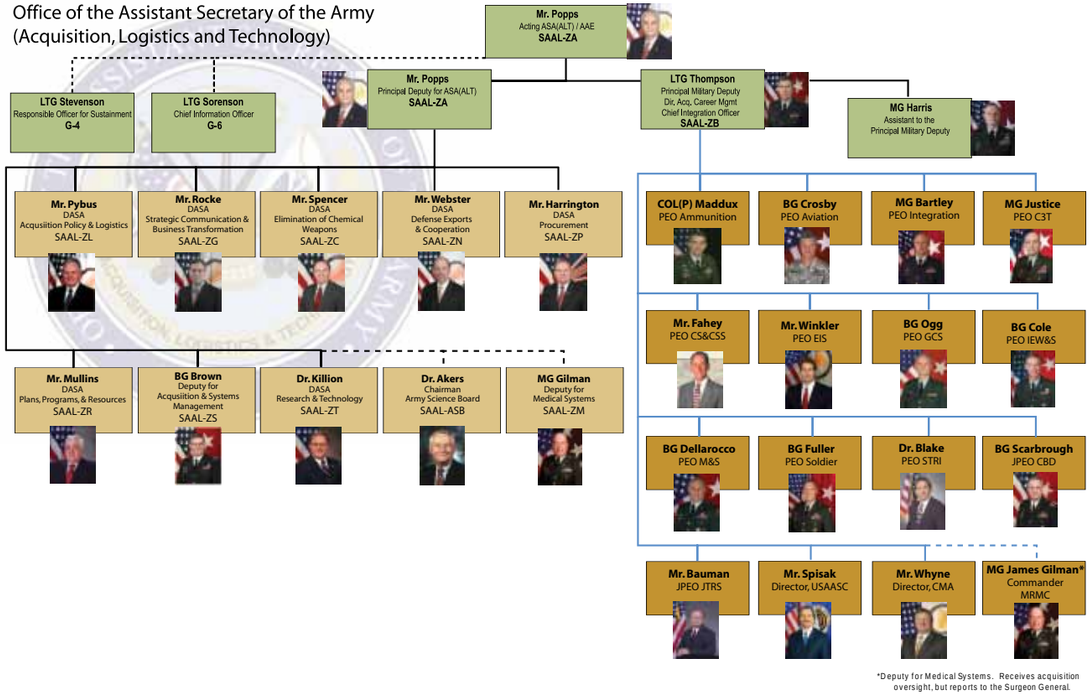
This reference provides an overview of the organizations, accomplishments, activities, portfolios, and strategic initiatives maturing across the Army Acquisition Community. We invite you to review the companion publications, which furnish a more in-depth perspective on our people, the programs which comprise our acquisition portfolio, and the areas in which we are working continuously to improve.

As we move forward, during a period of political and organizational transition, we will remain focused on the strategic initiatives outlined herein. Moreover, we will remain committed to progress in several key areas that underwrite our ability to accomplish our mission for Soldiers. We must continue to:

- Embrace the lessons learned from current operations and institutional adaptation initiatives, adjust our business processes, and build a core sustaining infrastructure of competencies to sustain continuous improvements in support of our long-term strategy;
- Institutionalize system-of-systems systems engineering in program management;
- Embrace the construct and philosophy of becoming an expeditionary workforce;
- Enable Contingency Contracting as a core competency;
- Mature a culture of continuous improvement throughout the Acquisition Workforce;
- Enhance our ability to work with key Army entities and combatant commanders to identify and refine capabilities and requirements and our ability for rapid technology insertion to get our Soldiers what they need, when they need it;
- Strengthen and establish collaborative relationships with our interagency partners and international allies to ensure the availability of technology and interoperability of coalition forces;
- Sustain robust S&T programs and partnerships to develop the technology required to dominate in the face of increasingly more lethal and complex threats;
- Care for and advocate for the needs of our Acquisition Workforce, while attracting and retaining world-class professionals to fill our ranks; and,
- Improve our capacity to obtain sufficient, sustained, and predictable resourcing needed to achieve program stability and acquisition excellence — ***TO PROVIDE WARFIGHTERS WITH THE DECISIVE EDGE.***

Army Acquisition Enterprise

Leadership



*Deputy for Medical Systems. Receives acquisition oversight, but reports to the Surgeon General.

Army Acquisition Enterprise

Subordinate Headquarters Locations

Deputy for Acquisition and Systems Management

Overview

We are charged to lead executive program management oversight and implementation of acquisition policy for aviation; missile and ammunition; ground combat; combat sustainment; simulation and training; command, control, communications, computers, intelligence, surveillance and reconnaissance; electronic warfare; chemical and biological defense; and special operations force acquisition programs. We are the direct link between the Army Acquisition Executive and assigned Program Executive Officers and provide guidance, assistance, and direction.

Our commitment to our Soldiers is evident in our management of more than 650 acquisition programs uniquely designed to meet joint and service requirements. We work to ensure that our Soldiers maintain a decisive edge over any enemy they face by pursuing a strategy that rapidly fields equipment to our currently fielded force; upgrades equipment for Soldiers going into combat and modernizes select systems; rapidly fields "spin-outs" from our developmental base; and modernizes Brigade Combat Teams (BCTs) and Support Brigades in a manner which fully leverages the Army Force Generation model.

Most importantly, we leverage the lessons learned from Soldiers in the current fight, while working to provide Soldiers "what they need, when they need it." For example, the Rapid Fielding Initiative process continues to provide an increasing array of state-of-the-art small unit and individual protection equipment to our deployed forces. It also leverages new technologies to maintain accountability of the millions of pieces of equipment fielded to units and individuals.

Additionally, in the last 22 months, the Army delivered more than 11,600 Mine Resistant Ambushed Protected vehicles to Iraq and Afghanistan, of which nearly 10,600 are in operational use. We are also expediting the delivery of Unmanned Aircraft Systems to better enable a rapidly growing Army Aviation capability. When Operation Iraqi Freedom began in March 2003, there were only six unmanned aircraft deployed in support of that mission. Today, we have nearly 1,000 unmanned aircraft in Iraq and/or Afghanistan.

Focus

During this past year, the Army conducted a comprehensive ground combat vehicle requirements analysis, while also convening a Blue Ribbon Panel of military experts to recommend the path forward to define the capabilities for a new ground combat vehicle. Our goal is to field a new ground combat vehicle in five to seven years from contract award.

Our belief that "We never want to send our Soldiers into a fair fight" is at the core of everything we do. During the coming year, we will continue our transition from a Future Combat Systems (FCS) BCT Acquisition Strategy to a broader BCT Modernization Strategy, in response to the Fiscal Year 2010 President's Budget.

This effort will result in the accelerated fielding of spin-out capability sets to all 73 BCTs by 2025, with technology derived from, but not limited to, the FCS program. We will also continue with an incremental development approach to the Network. The Warfighter Information Network – Tactical is the transformational command and control communications system that will provide the backbone tactical network for all Army operational units (and will be delivered to our Soldiers in increments). In addition, the Mine Resistant Ambush Protected-All Terrain Vehicle will begin initial delivery to the field in October 2009, less than four months after contract award.

Subordinate Organizations

Battle Command Directorate
Combat Sustainment Systems Directorate
Soldier/Maneuver Systems Directorate
Future Force Integration Directorate
Aviation, Intelligence & Electronic Warfare Directorate
Missile Systems/Ammunition Directorate
Special Programs Directorate
Assistant Deputy for Systems-of-Systems Engineering

DASA for Acquisition Policy and Logistics

Overview

We are charged to direct the formulation, implementation, and execution of Army acquisition, life cycle logistics, industrial base, and industrial base cyber security policies. We provide oversight of the Army's activities in each area. Our most prominent responsibilities include: the development and direction of Department of the Army acquisition policies and procedures for materiel development and total life cycle management of weapons and support systems. We provide policy guidance for an Army acquisition program portfolio that exceeds $50 billion annually.

Focus

During this past year, we made significant progress in all phases of policy for systems acquisition, including: supportability analyses; acquisition; sustainment; total ownership cost; Item Unique Identification (IUID) marking; and life cycle management. We provided management oversight of the Army's IUID program and published an Army IUID strategy and implementation plan. We led the Army's effort to define and map the processes and procedures to protect weapon systems' supply chains from cyber attacks.

In addition, we ensured the Army's acquisition and life cycle logistics policies and procedures were updated and consistent with DOD policies. We also updated and published revisions to the Army's integrated logistics support, type classification, and materiel release policies and procedures. In addition, we provided oversight of the Army Corrosion Program.

During the coming year, we will continue to refine requirements for defining essential system logistics support and provide assistance to ensure that acquisition programs develop and field world-class weapon systems sustained by responsive support strategies. We will aggressively pursue Army implementation of IUID to ensure the Army meets DOD timelines for marking Army weapon and materiel systems.

We will ensure that Army cost positions and affordability assessments adequately address resource requirements to accomplish planned support strategies. We will continue our work to develop policy for managing risks to Army systems caused by cyber attacks. We will conduct damage assessments, in collaboration with the DOD Cyber Task Force, for post-attack instances. These assessments are intended to measure the impacts of attacks and help to formulate strategies for program recovery. We have set aggressive goals, with critical underlying strategic and operational initiatives, to achieve our mission as the acquisition policy authority within the Department of the Army.

Subordinate Organizations

Logistics Policy Directorate
Weapon Systems Acquisition Logistics Directorate
Logistics Plans and Programs Directorate
Acquisition Policy and Industrial Base Directorate
Defense Industrial Base Cyber Security Office

DASA for Defense Exports and Cooperation

Overview

We are charged to lead Department of Army efforts to develop and implement plans, programs, and policies for security assistance and international armaments cooperation, including international cooperative research and development agreements. Our responsibilities include: defense exports; Foreign Military Sales; technology transfers; and direct commercial sales in support of warfighting, humanitarian assistance, and contingency operations. We direct policy and oversee efforts to equip and train our international partners. We also develop and implement policy for the Foreign Military Sales program. We negotiate international agreements for the Army and serve as the Army Head of Delegation in numerous bilateral and multilateral fora as the Senior U.S. Army National Representative.

We manage an annual budget that totals $155.3 million and includes $150 million in administrative funds and $5.3 million for research, development, test, and evaluation. Our budgetary oversight activities include $23 billion in Foreign Military Sales, as well as cooperative research and development efforts to which the U.S. and its partners have contributed $300 million.

Focus

During this past year, we made significant progress in establishing — in collaboration with the U.S. Army Security Assistance Command — the Security Assistance Enterprise, which is improving collaboration among our many partners and stakeholders. In the area of armaments cooperation, we organized an international conference to promote allied participation in the engineering and manufacturing development phase of the Joint Light Tactical Vehicle program.

We also served as the coordinating body and central clearinghouse for efforts to deliver eight Mi-17 helicopters to the government of Pakistan on an expedited timeline, a task that originated with the Chairman of the Joint Chiefs of Staff and the National Security Council.

During the coming year, we will continue to support our Warfighters through the management of security assistance, armaments cooperation, and technology transfer programs. One prominent example of our efforts is the imminent signing of a Memorandum of Understanding among the United States, the United Kingdom, and Sweden to share operational lessons learned on the Swedish GIRAFFE Agile Multi-Beam Radar System, which is supplied to American and British forces to meet operational requirements in Iraq. We will continue to support coalition forces and continue our work to build partner capacity around the globe.

Subordinate Organizations

Strategy and Plans Directorate

Policy for Security Cooperation, Resources, and Exports Directorate

Security Cooperation Integration Directorate

Armaments Cooperation Directorate

DASA for Elimination of Chemical Weapons

Overview

We provide management and policy oversight of the Chemical Demilitarization Program and oversee the planning, programming, budgeting, and execution of the Chemical Agent and Munitions Destruction Appropriation. We monitor chemical demilitarization operations worldwide and are responsible for all major programs, including the Chemical Stockpile Elimination Project, Non-stockpile Chemical Materiel Project, and Chemical Stockpile Emergency Preparedness Program. We are responsible for representing the programs to Congress.

Our mission is to enhance management and execution of the Chemical Demilitarization Program by providing the coordination, advocacy, and liaison support needed to achieve the safe, efficient, and complete destruction of chemical warfare materiel in accordance with all applicable laws and international agreements.

Focus

We are dedicated to the elimination of chemical agents in accordance with the Chemical Weapons Convention. There are six chemical demilitarization sites throughout the United States, two of which are the responsibility of the Office of the Secretary of Defense. Three sites have completed operations: Johnston Atoll Chemical Agent Disposal System; Newport Chemical Agent Disposal Facility in Indiana; and Aberdeen Chemical Agent Disposal Facility in Maryland. Operations continue at Tooele Chemical Agent Disposal Facility in Utah; Anniston Chemical Agent Disposal Facility in Alabama; Umatilla Chemical Agent Disposal Facility in Oregon; and Pine Bluff Chemical Agent Disposal Facility in Arkansas. Construction operations are ongoing at Pueblo Chemical Agent–Destruction Pilot Plant in Colorado and Blue Grass Chemical Agent–Destruction Pilot Plant in Kentucky.

As of Aug. 16, 2009, 64.1 percent of the stockpile has been destroyed.

In the coming year, closure operations at Newport will be completed as well as the final agent disposal campaign at Pine Bluff.

Subordinate Organizations

Chemical Demilitarization Directorate
Business Management Directorate
Chemical Stockpile Emergency Preparedness Directorate

DASA for Plans, Programs, and Resources

Overview

We serve as the Chief Financial Officer and advisor to the ASA(ALT), including Program Executive Officers and Direct Reporting Units, which include the U.S. Army Acquisition Support Center. Our focus is to effectively and efficiently administer the programming, allocation, and execution of more than $65 billion annually, including more than 650 acquisition programs and $275 billion across the Future Years Defense Plan. As the co-chairs of both the Equipping and the Sustaining Program Evaluation Groups, we are responsible for managing the resources that enable the development and procurement of weapons systems and equipment for our Warfighters. In addition, as Chief Information Officer for the community, we oversee the Acquisition Information Technology Domain, which includes leading the efforts to establish and maintain the Acquisition Domain Enterprise Architecture.

As the focal point for program analysis of the procurement and research, development, test, and evaluation budgets, we collaborate and coordinate with key stakeholders on the Research, Development, and Acquisition (RDA) and Acquisition portions of the Army Modernization Strategy, The Army Plan, the Quadrennial Defense Review, Total Army Analysis, and other forms of strategic planning guidance, such as the Army Strategy. We are primarily responsible for developing, presenting, and adjusting the RDA portion of the Program Objective Memorandum.

Focus

During the past year, we led the acquisition community through the accounting for and reporting of 100 percent of the Materiel Equipment Valuation data required by the Office of the Secretary of Defense. We also established, documented, and implemented a process for justifying and managing requirements for the business capabilities needed to improve collaboration and develop comprehensive enterprise approaches. In addition, we led the efforts to certify all required business system investments for Fiscal Year 2009 in accordance with the Defense Business Systems Management Committee. We also achieved 98 percent compliance with the requirements of the Federal Information System Management Act, a dramatic improvement over the prior year.

We planned, coordinated, and executed 71 Weapon System Reviews in the fourth cycle of a very successful initiative that began in 2005, which provides a venue for presentation of Acquisition Category I, II, and special-interest programs to a cross-PEG body that resulted in reducing the number of resourcing synchronization issues in the budget planning process. We also successfully executed the Army requirement for converting 3,500 positions from contractor to Army civilian.

During the coming year, our goal is to work with the Defense Business Systems Management Committee to mature our management of Army Acquisition Business Information Technology systems. We will continue our focus on certifications with the intent of meeting or exceeding Fiscal Year 2008 and Fiscal Year 2009's results. Plans are underway to integrate the Business Enterprise Architecture with the other Army business domain architectures to improve teaming. We will conduct the fifth cycle of Weapon Systems Reviews with the intent to review nearly 70 programs. We expect our fiscal challenges to increase as we work to cross-level resources to meet our Warfighters' needs and fund priority programs in a tight budget environment.

Subordinate Organizations

Plans, Programs, and Resources Directorate

Acquisition Business and Systems Transformation Directorate

DASA for Procurement

Overview

As the lead authority for the Army contracting enterprise, we are responsible for procuring the best-quality weapons systems, equipment, and services for our Warfighters. We are charged to lead all efforts with regard to contract oversight, procurement policy, and business solutions development. In addition, we are charged to lead all efforts and related business practices for procurement and operational contracting across Army Commands, Army Service Component Commands, and Direct Reporting Units.

As the proponent for the Army Federal Acquisition Regulation Supplement, we oversee and report on the implementation of the recommendations of the *Report of the Commission on Army Acquisition and Program Management in Expeditionary Operations*. We perform the same functions for the recommendations of the Congressional Commission on Wartime Contracting. One of our most important tasks is to provide timely and sound acquisition advice to the leadership of the Department of the Army and DOD on critically important issues, such as headquarters oversight of Iraq and Afghanistan contracting missions. Ultimately, we seek to provide innovative and flexible policies for the acquisition of weapon systems, supplies, services, and construction to best support our Warfighters.

Focus

During this past year, we significantly improved the effectiveness of procurement oversight, contract administration, and procurement support for Warfighters. We doubled the number of procurement management reviews conducted in 2008. We also increased by hundreds the number of contract specialists who perform contract administration. In addition, we identified more than 666,000 contracts that are physically complete, but not closed, and are implementing a plan to close them by the end of Fiscal Year 2011. Our aggressive support to *Operations Enduring Freedom* and *Iraqi Freedom* included championing a surge of additional contracting personnel to better support a growing increase in requirements. We also managed and reported to the Congress and DOD the Army's progress in implementing the recommendations.

During the coming year, we will continue our comprehensive contract closeout effort with the goal of reducing by one-half the number of completed and closed contracts. To reconstitute and fully staff Army contracting operations after more than a decade of workforce reductions, we will continue our efforts to build upon recent personnel gains.

Our newly established Directorate for Operational Contracting Policy and Support will further the development of Contingency Contracting policy, standardize contracting officer representative training, and integrate contract policy with contract doctrine. One of our major challenges will be to resource, train, and equip a sufficient, deployable contracting force to perform the additional Contingency Contracting administrative services that will be transitioned from the Defense Contract Management Agency to the Army in 2012. In addition, we will begin to plan and develop an integrated procure-to-pay contract writing and management software solution, which will be another major challenge.

Subordinate Organizations

Assistant DASA for Iraq/Afghanistan
Procurement Policy and Support Directorate
Business Operations Directorate
Enterprise Systems Directorate
Operational Contracting Policy and Support Directorate

DASA for Research and Technology

Overview

We are charged to develop policy, prescribe fiscal guidance, and provide program oversight of Army Science and Technology (S&T) organizations. As the Army's Chief Scientific Advisory organization, with responsibilities as the Army Science Board Secretariat, our primary goal is to foster innovation and accelerate or mature technology to enable future capabilities — while exploiting opportunities to rapidly transition innovative technologies to our currently fielded forces. We also develop policies and initiatives to attract and sustain a highly skilled Army scientist and engineer workforce and maintain state-of-the-art laboratories.

We lead the assessment of technology readiness and facilitate the transition of new technologies to the systems our Warfighters depend on. We also promote technological innovation by leveraging advances in academia, industry, and the international community. Our key responsibilities include: basic research; applied research; advanced technology development; and manufacturing technology. To build support for S&T, we develop and publish the Army S&T Master Plan, establish Army Technology Objectives, conduct the Army Science Conference, and participate in numerous conferences and events worldwide.

Focus

Army Basic Research investments are targeted to develop superior land warfare capabilities and to discover new areas of knowledge to better prepare Soldiers for the challenges they face. These areas include research in: network science to better understand, predict performance, and design future networks; neuroscience to better understand how the brain works to improve human-machine interfaces and Soldier performance; new materials science to better protect our Soldiers and equipment; and immersive virtual systems to improve our training capability. We also promote advances in fields such as biotechnology, nanotechnology, and autonomous systems research.

During this past year, Army S&T made significant progress in establishing persistent night surveillance of large areas to provide real-time situational awareness and forensic backtracking of suspect vehicles and personnel. Army S&T facilitated the rapid transition of technology to both theaters, which included: protective armor for Mine Resistant Ambush Protected vehicles and improvised explosive device-detection devices, such as the Husky-mounted mine detection ground penetrating radar. We conducted nine independent readiness reviews to assess the technological maturity of systems transitioning through acquisition milestones.

We also advanced the computational understanding of the battlefield through the development of practical, intelligent, and operationally relevant software tools to aid the analysis of battlefield intelligence.

Army S&T is a key participant in the Department of Energy's advanced Automotive Battery Initiative with more than $2 billion committed to dual-use battery manufacturing. In addition, we built the world's first precise, flexible, fiber optic tool for CO2 laser surgery. This tool employs flexible, optoelectronic, fiber-based technology and now supports more than 175 lifesaving procedures weekly.

We also provided extensive support to the Joint High Power Solid-State Laser program, which produced an output of 105 kilowatts — the highest output recorded for a solid state laser. In addition, our work with the Army Science Board produced a set of key recommendations for survivable manned ground vehicle design, which helped inform Army decisions on alternatives for future manned ground vehicles. The Science Board also conducted several other studies, which provided informed, independent, well-researched alternatives and recommendations for our Army leadership.

In the coming year, the Army's S&T community will continue basic and applied research in critical areas of force protection; Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance; medical care; weapons' lethality; logistics; rotorcraft; unmanned systems; and advanced simulation. We will retain the flexibility to rapidly develop responsive solutions to changing Warfighter requirements. We will continue to pursue lighter-weight passive ballistic protection for Soldier, ground, and aerial platforms. We will also develop options to maximize Soldier protection through the development of technologies such as armors (active and passive), directed energy weapons, and electronic warfare.

Subordinate Organizations

Research and Laboratory Management Directorate
Army Science Board Directorate
Technology Directorate
Plans, Programs, and Integration Directorate

DASA for Strategic Communication and Business Transformation

Overview

We are charged to lead strategic planning, business transformation, Congressional, and communications activities for the ASA(ALT). We work to connect ASA(ALT) to Army and Defense core strategy and communications activities. Our objective in this area is to develop and communicate overarching, top-level strategic objectives for the many organizations that report to ASA(ALT). Key strategy processes include: the Army Strategy; the Army Modernization Strategy; the Army Equipping Strategy; the Quadrennial Defense Review; and a range of studies and analyses. Key communications activities include: the annual Army Posture Statement; numerous products to support Congressional testimony and media events; and developing guidance to coordinate participation in national and international conventions, conferences, and exhibits.

To achieve top-level strategic objectives for the Acquisition Community, we are tasked to provide direction and assess progress in implementing the Army's various business transformation initiatives. We focus extensively on continuous process improvement. We work to reduce waste and improve effectiveness. We also lead collaborative planning efforts designed to strengthen enterprise approaches and better enable the processes we use to generate forces and prepare Soldiers for combat and other roles.

To build support for the resources needed to accomplish the Army's mission, we champion a range of activities — from demonstrations and displays to presentations and articles — intended to foster greater understanding of the Army's mission, progress, challenges, and innovations. We do this through numerous Congressional activities, which include: testimony development; responding to questions; preparing reports; and creating opportunities for engagement and interaction. In all our work, we seek to strengthen the ability of ASA(ALT)'s leaders to "speak with one voice."

Focus

During the past year, we made significant progress in establishing an overarching strategic goal supported by a set of enabling goals. We structured a series of workshops intended to improve information flow and teamwork among the many organizations with which ASA(ALT) must work to deliver the materiel and services required to accomplish the Army mission. In addition, we hosted many events for internal and external audiences. These included: professional development and training; strategic planning summits; and workshops, displays, and demonstrations on Capitol Hill and elsewhere in the National Capital Region. All were designed to promote greater understanding of our mission, our needs, our successes, and the challenges we face.

During the coming year, we will continue our work to improve understanding of our strategic requirements and the work we are doing to provide Warfighters with the decisive edge. Now, eight years into war in two vastly different theaters and facing increasing fiscal constraint and scrutiny over acquisition matters, it is crucial that we clearly define our strategic priorities. We must demonstrate how they further national and Joint priorities. Moreover, we must continue to improve our ability to communicate our progress, our work to achieve greater efficiency, and the nature of the challenges we face.

Subordinate Organizations

Strategy Directorate
Business Transformation Directorate
Congressional Relations Directorate
Communications Directorate

JPEO Chemical and Biological Defense

Overview

The Joint Program Executive Office for Chemical and Biological Defense (JPEO CBD) is the Joint Services' single focal point for research, development, acquisition, fielding, and life-cycle support of chemical and biological defense equipment and medical countermeasures. Our organization includes eight Joint Project Managers who lead, manage, and direct the acquisition and fielding of chemical and biological detection and reconnaissance systems, individual and collective protection systems, decontamination systems, information management systems, medical devices, drugs, vaccines, and installation/force protection systems. Located throughout the United States, each Joint Project Management Office leverages talent and expertise from across the Services under a single chain of command, providing the most advanced chemical and biological defense technology, equipment, and medicine at the right cost, at the right time, and at the right place.

Success Stories

M4 Joint Chemical Agent Detector (JCAD)

The M4 JCAD represents the next generation of point chemical warfare agent detectors for fielding to the Joint Services. It replaces the M8A1 Automatic Chemical Agent Alarm and the M22 Automatic Chemical Agent Detector Alarm as a Chemical Warfare Agent point detector, yet weighs 90 percent less at 1.5 pounds (with batteries). It is 95 percent smaller, taking up only 27 cubic inches. The JCAD is also capable of detecting blood agents and toxic industrial chemicals, a capability not available in currently fielded handheld systems. Combining all these improvements into one system makes the M4 JCAD truly a next-generation detector.

Joint Service General Purpose Mask (JSGPM)

The JSGPM provides commonality among the Services by replacing the M40 series of protective masks for U.S. Army and U.S. Marine Corps ground operations. In addition, the JSGPM replaces the MCU-2/P series of protective masks for U.S. Air Force and U.S. Navy shore-based and shipboard applications.

The driving force behind JSGPM's development was to couple filtration and agent resistance capabilities with improved operator effectiveness and efficiency by reducing physiological and psychological burdens associated with mask wear. By reducing breathing resistance, weight, and overall profile, the JSGPM offers a significant improvement in field-of-view, drinking capacity, comfort, and equipment compatibility — enhancements that increase survivability by facilitating improved weapons accuracy, communications, and mobility during full-spectrum operations.

To date, 136,000 JSGPMs have been fielded to Warfighters, who have worn and carried it, totaling more than 45,000 hours of day-and-night operations. Soldier feedback has resulted in one of the most heavily tested pieces of individual protective equipment ever developed by DOD. Offering vast improvements over currently fielded mask systems, the JSGPM is an example of what the Joint collaboration of Warfighters, scientists, engineers, testers, and technicians can accomplish through cooperation and hard work.

A Soldier uses the M4 JCAD near a vehicle to detect the presence of any chemical agents. The M4 JCAD runs on AA batteries and is a "3-in-1" detector for the high-tech Joint Warfighter.

Subordinate Organizations

Joint Project Manager Biological Defense

Joint Project Manager Chemical Biological Medical Systems

Joint Project Manager Collective Protection

Joint Project Manager Decontamination

Joint Project Manager Guardian

Joint Project Manager Individual Protection

Joint Project Manager Information Systems

Joint Project Manager Nuclear, Biological, and Chemical Contamination Avoidance

JPEO Joint Tactical Radio System

Overview

Since its inception in early 1997, Joint Program Executive Office Joint Tactical Radio System (JPEO JTRS) has evolved from a loosely associated group of radio replacement programs to an integrated effort to network multiple weapon system platforms and forward combat units where it matters most — at the last tactical mile. In 2005, we restructured under the leadership of a Joint Program Executive Officer headquartered in San Diego. JPEO JTRS will harness the Global Information Grid's power for the Warfighter and help achieve overall battlefield superiority. By developing and implementing an open architecture and cutting-edge radio waveform technology, multiple radio types can communicate with one another. The goal is to produce a family of interoperable, modular, software-defined radios operating as nodes in a network that provide secure wireless communication and networking services.

The Joint Warfighter's success depends on information sharing and collaboration among the U.S. military and our coalition partners. Our innovations include: the JTRS Airborne, Maritime/Fixed Station; Ground Mobile Radio; Handheld, Manpack, and Small Form Fit Radios; Network Enterprise Domain; and Multifunctional Information Distribution System.

Success Stories

Wideband Networking Waveform

During the largest-ever demonstration of its kind, the Wideband Networking Waveform (WNW) — a critical JTRS capability — effectively networked 30 mobile nodes and shared data and video across multiple subnetworks in a challenging forested and residential environment. The June 2009 demonstration for senior Government officials took place at the Space and Naval Warfare Systems Center Atlantic in Charleston, SC.

The demonstration showed how, when fielded, the software-defined radio waveform can overcome many of the mobile networking challenges Soldiers face on the battlefield.

Today's forces use a variety of unique voice and data waveforms to communicate with each other or with modern Internet Protocol-based networks. These specialized systems can make it difficult to communicate between Joint forces.

WNW solves that communication challenge. A networking waveform that enables connections between vehicles, planes, and ships utilizing mobile networking technologies, WNW offers the ability to transit more information with greater security and provides new capabilities to seamlessly route and retransmit information. The waveform can transfer information of different classifications over the same wireless network.

Chat, image, and data transmission using the AN/PRC-148 and AN/PRC-152 handheld radios.

The JPEO JTRS Enterprise Business Model

JPEO JTRS has executed the first DOD-wide competitive handheld tactical radio acquisition. Working across the DOD enterprise, we forged the necessary partnerships to convince the individual service components to combine their purchases of handheld tactical radios, equipping our Joint Warfighters with the latest Joint interoperable tactical radio technology. Since 2007, our approach to consolidating and competing buys for the Services and combatant commanders for single-channel JTRS handheld radios has returned more than $450 million to the Services on more than 110,000 radios.

The two handheld, single-channel, software-defined radios and accessories — the AN/PRC-148 and AN/PRC-152 — enjoy interoperability with other military radios and commercial systems through their instantiation of legacy waveforms (e.g., single-channel ground and airborne radio systems, HaveQuick II, satellite communication, and APCO-25). National Security Agency-certified and considered JTRS-approved, the radios are presently deployed in combat, aiding Warfighters in Iraq and Afghanistan.

Soldiers using JTRS Handheld, Manpack, and Small Form Fit radios. These radios will enable cost-effective, net-centric warfare to move beyond the command center to battlefield locations previously unreachable by legacy radios.

Subordinate Organizations

Joint Tactical Radio System Airborne, Maritime/Fixed Station

Joint Tactical Radio System Ground Mobile Radio

Joint Tactical Radio System Handheld, Manpack and Small Form Fit

Joint Tactical Radio System Network Enterprise Domain

Multifunctional Information Distribution System Joint Tactical Radio System

PEO Ammunition

Overview

Program Executive Office Ammunition (PEO Ammo) is focused on getting precision-guided munitions and smart weapons into the hands of Soldiers, sustaining the conventional weapons stockpile, and developing and procuring munitions that increase combat power for Warfighters. PEO Ammo is designated as the Executor, Single Manager for Conventional Ammunition (SMCA) responsible for the acquisition of quality conventional ammunition for all military services.

PEO Ammo has five subordinate offices that accomplish the life cycle management of nearly 450 Army programs. Project Manager (PM) for Maneuver Ammunition Systems is responsible for providing direct-fire munitions to assure lethality for the maneuver force. PM for Combat Ammunition Systems (PM CAS) manages indirect-fire munitions, mortar weapons systems, and mortar fire control systems. PM for Close Combat Systems is responsible for providing close combat, force protection, and assured mobility capabilities in the areas of networked munitions, countermine and explosive ordinance disposal equipment; improvised explosive device defeat equipment; demolitions, non-lethal systems; grenades; shoulder-launched munitions; and pyrotechnics. Project Director for Joint Services manages the execution of SMCA service unique acquisitions for bombs; energetics and Navy gun programs; and the Industrial Base and Demilitarization programs. Product Director for Non-Standard Ammunition manages all types of non-standard munitions and explosives that are not managed by National Inventory Control Points, have not been safety tested nor type classified for Army use, have no national stock number, and cannot be procured or requisitioned through the Army or other DOD supply systems.

Success Stories

Common Low-Cost Insensitive Munitions (IM) Explosive to Replace Trinitrotoluene (TNT) and Composition B (Comp B)

High-explosive (HE) artillery projectiles and mortar cartridges that contain either TNT or a more powerful Comp B variant as the primary explosive have optimal fragmentation performance. These munitions react poorly to unplanned stimuli, such as fires, bullets, or fragments, as documented during the incident at Camp Doha, Kuwait, on July 11, 1991. There is a compelling need to provide effective ammunition compliant with IM policies due to current asymmetric threats encountered in Overseas Contingency Operations.

In the summer of 2005, PM CAS initiated a new approach aimed at identifying one or two IM explosive (IMX) fills for all artillery and mortar applications with the goal of qualifying and inserting the new fills into production items in the near-term. An accelerated program to qualify the TNT replacement formulation in the M795 projectile has been approved with funding from the Office of Technology Transition; Office of the Secretary of Defense; Deputy Undersecretary of Defense (Advanced Systems and Concepts); Joint IM Technical Program; PEO Ammo; and the U.S. Marine Corps.

U.S. Marine Corps Lance CPL Preston A Disabb mans a .50-caliber machine gun aboard a small unit riverine watercraft during a morning patrol on the Euphrates River near Hadithah, Iraq, July 13, 2006. Disabb is attached to Dam Security Unit 2, Regimental Combat Team 7, 1 Marine Expeditionary Force (Forward).

Under this program, the new explosive formulation will be fully qualified for use as TNT replacement for any item that currently uses TNT. The M795 projectile loaded with Insensitive Munitions Explosive (IMX)-101, an IM supplementary charge and accompanying venting technologies, is successfully undergoing performance, safety, and gun qualification tests to convincingly demonstrate capabilities and IM performance.

An Engineering Change Proposal decision to implement the technology in PM CAS's ammunition procurement is planned for early FY10. A parallel program is underway to qualify the Comp B replacement formulation, IMX-104, in the M821A2 81 mm mortar cartridge scheduled to be completed in late Fiscal Year 2010 (FY10).

Because of recent successes, the pursuit of insensitive explosives has transitioned from a goal to a reality. IMX-101 is the first explosive to pass all IM tests in a 155 mm artillery projectile and is currently completing qualification testing. IMX-104 has passed cook-off testing and sympathetic detonation testing in the 81 mm projectile and demonstrated significant improvements in the other IM tests over the baseline Comp B.

Based on their performance, IMX-101 is a suitable replacement for all munitions using HEs, such as artillery projectiles and general purpose bombs. IMX-104 can be used in applications requiring higher-performance explosives, such as mortars, mines, and grenades. These compositions will improve the IM performance of all current TNT and Comp B munitions while maintaining effectiveness.

U.S. Army PFC Richard Enz with the 1st. Battalion, 17th. Infantry Regiment, 172nd. Infantry Brigade, Combat Team, posts security during a search for weapons caches in Mosul, Iraq, Feb. 25, 2006.

Precision Guidance Kit (PGK)

The PGK is a projectile fuze with an integrated Global Positioning System (GPS)-based course correction capability. The PGK is adaptable to the existing conventional cannon artillery projectiles stockpile and significantly enhances these projectiles' effectiveness by using the onboard GPS receiver to correct their ballistic trajectories once fired. Mission-critical flight data is inductively loaded into PGK using the Enhanced Portable Inductive Artillery Fuze Setter just prior to firing. PGK Increment 1 will be used with 155 mm HE rounds (M107, M795, M549A1) and will have a circular error probability (CEP) less than or equal to 50 meters. The PGK Increment 2 adds 105 mm HE rounds and will have a CEP less than or equal to 30 meters.

The improved accuracy provided by PGK will reduce the number of projectiles required to achieve a target kill by 50 to 75 percent, depending on range, and minimize collateral damage. This capability will give commanders the operational capability to defeat more targets with the same basic load and decrease the logistics burden associated with current mission requirements. Increment 1 of PGK is expected to achieve Materiel Release in late FY10.

Subordinate Organizations

Project Manager Close Combat Systems
- Product Manager Countermine and Explosive Ordnance Disposal
- Product Manager Improvised Explosive Device Defeat/Protect Force
- Product Manager Intelligent Munitions System

Project Manager Combat Ammunition Systems
- Product Manager Excalibur
- Product Manager Mortar Systems

Project Manager Maneuver Ammunition Systems
- Product Manager Large Caliber
- Product Manager Medium Caliber
- Product Manager Small Caliber

Project Director Joint Services
- Product Manager Demilitarization

Product Director Non-Standard Ammunition

PEO Aviation

Overview

Program Executive Office (PEO) Aviation is the Army manager for the Apache Attack Helicopter, Armed Scout Helicopter, Aviation Systems, Cargo Helicopter, Unmanned Aircraft Systems, and Utility Helicopter programs. We provide overall direction and guidance for the development, acquisition, testing, systems integration, product improvement, and fielding of assigned programs. Our primary management emphasis is ensuring programs are managed to achieve specification, budget, and schedule requirements. PEO Aviation maintains a total Army perspective while managing all assigned programs with a priority focus on supporting the force.

Supporting the Warfighter is the Aviation Acquisition Workforce's top priority, and fleet modernization is at the forefront of this mission. Five years ago, the Army's aviation transformation began focusing on modernizing our current aircraft and procuring new, state-of-the-art aircraft to more effectively operate in current and emerging combat environments. We continue to develop and test modern, updated systems within the aircraft, which will provide greater protection for Soldiers.

Success Stories

Light Utility Helicopter (LUH) Modernizes Army Aviation

The Army National Guard (ARNG) and Table of Distribution and Allowance units rapidly modernized with UH-72A Lakota LUH. The UH-72A Lakota provides technology upgrades while replacing older, more costly to maintain UH-1 and OH-58A/C aircraft. The Lakota's primary user, the ARNG, is scheduled to receive 200 new UH-72A Lakotas by 2010. These fieldings will continue through 2016.

The Utility Helicopter Project Office's LUH Product Office moved from program inception in 2004 to selecting a variant of the American Eurocopter EC-145 in June 2006 and received the first aircraft in November 2006. The Army accepted 72 UH-72A aircraft as of July 15, 2009. Already, 37 airframes have been delivered to eight states, the District of Columbia, and Puerto Rico. In September 2008, these units successfully conducted hurricane relief efforts using this new aircraft. Units logged more than 10,000 flight hours of lifesaving medical evacuation, disaster relief, support, and training missions.

CH-47F New Equipment Training Team (NETT)

The CH-47F NETT consists of personnel from the CH-47 Project Manager's Office, civilian contractors, individuals from the Directorate of Evaluation and Standardization at Ft. Rucker, AL, and the Eastern Army Aviation Training Center. They are tasked with completing aircraft qualification and maintenance training as units are fielded with new CH-47F aircraft. NETT is a mobile team and trains units at their home stations, minimizing trainee time away from their families. To date, the team has fielded 68 CH-47F aircraft and support equipment to five Combat Aviation Battalions and Fort Rucker. NETT teams have completed training for 254 pilots, 305 non-rated crewmembers and maintenance training for 1,129 personnel. All four equipped units have deployed to support overseas contingency operations. Units are flying operational tempos of seven to eight times the normal hours per month on the airframes, with a mission-capable rate 6 percent higher than standard. The team utilizes the Transportable Flight Proficiency Simulator, developed by the Cargo Product Management Office, to support 65 percent of the training program.

Louisiana National Guard pilots CW3 Eric Feazell and CW3 John Kennedy of Detachment 1, C Company, 1st Battalion, 114th Aviation Regiment, observe a region of homes flooded by Hurricane Gustav during the first reconnaissance mission after the storm, Sept. 2, 2008.

This helicopter is engaged in training exercises and is part of a CH-47F NETT effort. NETT is a mobile team that trains units at their home stations, minimizing trainee time away from their families.

Subordinate Organizations

Project Manager Apache Attack Helicopter
- Product Manager Block III
- Product Manager Longbow
- Product Manager Sensors

Project Manager Armed Scout Helicopter
- Product Manager Armed Reconnaissance Helicopter
- Product Manager Kiowa Warrior
- Assistant Product Manager Training Helicopters

Project Manager Aviation Systems
- Product Manager Air Traffic Control
- Product Manager Aviation Ground Support Equipment
- Product Manager Aviation Mission Equipment
- Product Manager Aviation Networks and Mission Planning
- Product Manager Fixed Wing
- Product Director Joint Cargo Aircraft

Project Manager Cargo Helicopter
- Product Manager CH-47

Project Manager Unmanned Aircraft Systems
- Product Manager Common Systems Integration
- Product Manager Future Force
- Product Manager Ground Maneuver
- Product Manager Medium-Altitude Endurance
- Product Manager Small Unmanned Aircraft Systems
- Product Director Tactical Concepts
- Product Director Unmanned Systems Airspace Integration Concepts

Project Manager Utility Helicopter
- Product Manager Light Utility Helicopter
- Product Director T700 Engine
- Product Manager UH-60A/L/M
- Product Manager UH-60 Modernization
- Assistant Product Manager Medical Evacuation

PEO Combat Support and Combat Service Support

Overview

Program Executive Office Combat Support and Combat Service Support (PEO CS & CSS) directs and coordinates the efforts of Project and Product Managers in managing the life cycles of more than 300 Army systems, including several Joint Service programs. Our commitment is to provide the Joint Warfighter with the world's best capabilities — today and tomorrow. We strive to be prepared for changes in threat, technology, and mission and to provide the right product, at the right time, from the right source, at the right price. We are committed to supporting the goals and performance of our Joint expeditionary forces and ensuring that the best possible product is available to support the current force and beyond.

PEO CS & CSS includes four Project Managers: Project Manager Tactical Vehicles supports more than 81 programs within four Product Offices; Project Manager Force Projection supports more than 115 programs within five Product Offices; Project Manager Joint Combat Support Systems supports more than 90 programs within three Product Offices; and Project Manager Mine Resistant Ambush Protected vehicles supports almost 40 programs, including many Joint programs. We live in challenging times — an era of persistent conflict. Meeting the challenges of today's rapidly changing operational environment requires strong partnerships between government and industry and a strong dedication to the mission and the ultimate customer, our Warfighters.

Success Stories

Mine Resistant Ambush Protected Vehicle — Rapid Acquisition of MRAP-All Terrain Vehicle System (M-ATV)

The Joint M-ATV Source Selection Evaluation Board developed innovative acquisition practices and an accelerated selection process that provided final selection of a vehicle system to satisfy a Joint Urgent Operational Need Statement for a more maneuverable MRAP for U.S. forces in Afghanistan. The M-ATV team demonstrated inspirational speed, tenacity, and dedication in developing enhanced protection and mobility for our Joint Warfighters against mines, improvised explosive devices (IEDs), and small-arms fire.

In an innovative and extremely accelerated acquisition approach, the solicitation challenged industry to come to the table with mature systems to meet protection and mobility requirements unique to the terrain in Afghanistan. The team had an aggressive schedule at the project's onset and had to overcome numerous other challenges, including a hurricane interrupting testing. Overcoming all challenges and awarding on the original scheduled date of June 30, 2009, this final award was conducted with extraordinary professionalism, dedication, and proficiency, ultimately meeting the needs of Warfighters deployed to *Operation Enduring Freedom* (*OEF*).

Product Manager (PM) Combat Engineer/Material Handling Equipment: 50/50/51 Program Proves Its True Worth for Soldier Lives

In 2008, U.S. Armed Forces, U.S. Central Command, identified a need for armored High Mobility Engineer Excavators (HMEE), Backhoe Loaders, and 5-cubic-yard Heavy Loaders to support General Engineer units, Brigade Combat Teams, and Route Clearance Teams in *OEF* and *Operation Iraqi Freedom*. The program is collectively known as the 50/50/51 Program.

The biggest improvement in the HMEE, a replacement to the Small Emplacement Excavator, is the fully enclosed armored operator station. Already deployed, on May 29, 2009, an Army Noncommissioned Officer (NCO) operating an armored HMEE was installing culverts to create irrigation canal crossing points near South Balad Ruz for the local Iraqi farmers. The NCO hit an anti-tank mine. The explosion immobilized the HMEE, but the NCO walked away from the wreckage unharmed. Since January 2009, engineers using 50/50/51 Program combat engineer equipment have cleared dozens of mines and IEDs.

High Mobility Engineer Excavators (HMEE)

"The HMEE saved my Soldier's life," said the NCO's company commander. "Thanks for all you do to keep our boys safe. The Army got this one right!"

PM Sets, Kits, Outfits, and Tools (SKOT): Tool Stores

To meet tool-warranty-theater requirements in a timely manner, PM SKOT established the Tool Stores Stock, the top warranty program drivers for General Mechanics Tool Kits and Forward Repair System — all in-theater Soldier solutions.

The project was coordinated with the Army Field Support Brigade. It allows Soldiers to exchange unserviceable tools for new ones on a one-for-one basis under the PM SKOT warranty program. The first Tool Store opened in March 2007 in Baghdad, Iraq. Due to the program's success, a second store opened in November 2007 in Balad, Iraq. The third and final store opened in April 2008 in Bagram, Afghanistan. Each store is manned by two dedicated contractor personnel.

PM SKOT Tool Store

One of the warranty program's greatest advantages is the elimination of shipping time and delays from the continental U.S. To date, more than 32,500 claims have been completed for warranty service, and more than 8,500 claims were handled through PM SKOT's Tool Stores in Iraq and Afghanistan. Over the past two years, the government has saved over $443,000 through the Web site warranty claims and savings through the Tool Stores.

Subordinate Organizations

Project Manager Force Projection
- Product Director Watercraft Systems
- Product Manager Assured Mobility Systems
- Product Manager Bridging
- Product Manager Combat Engineer/Material Handling Equipment
- Product Manager Force Sustainment Systems
- Product Manager Petroleum and Water Systems

Project Manager Joint Combat Support Systems
- Product Director Test, Measurement, and Diagnostic Equipment
- Product Manager Joint Light Tactical Vehicles
- Product Manager Sets, Kits, Outfits, and Tools

Project Manager Tactical Vehicles
- Product Director Armored Security Vehicles
- Product Manager Heavy Tactical Vehicles
- Product Manager Light Tactical Vehicles
- Product Manager Medium Tactical Vehicles

PEO Command, Control, and Communications-Tactical

Overview

Program Executive Office Command, Control, and Communications-Tactical (PEO C3T) acquires, fields, and supports the weapons systems that connect Soldiers to the commander, Joint Services, combat power, and support resources.

PEO C3T supports Army operations integration by providing command and control tactical radios, satellite communications, networks, battlefield power and integration, and battle command applications for its mission areas. In addition, it provides maneuver, fire support, air defense, intelligence, and combat service support to protect our Soldiers. PEO C3T is building on its success to connect technology growth to the Army's capability growth.

PEO C3T is equipping today's Soldiers to be Joint, powerful, and aware.

Success Stories

Radios Reach All Terrains

For a cook at a mess hall or a forward observer providing intelligence, a radio is a Warfighter's lifeline. Today, radios provide communications in the confines of urban Iraq, while the Warfighter Information Network-Tactical (WIN-T) Increment One's satellite communications provide battalion-level and above Warfighters with satellite communications necessary to communicate in the mountainous terrain of Afghanistan. When integrated within WIN-T Increment One, High-Capacity Line-of-Sight (HCLOS) radios combine communications within a user's sight range, line-of-sight, or those that extend beyond line-of-sight. Project Manager, Command Posts fields the HCLOS radio in conjunction with WIN-T fieldings.

The integration of beyond line-of-sight and line-of-sight communications was useful to SSG Jose Arias during his recent deployment to Iraq, as it allowed for a back up communications system when one line went down. Synchronizing both forms of communications provides alternate paths for routing shared information. "As a Signaleer," Arias explained, "You always want to have more than one form of communication, and that's exactly what this package enables us — at least down at the squadron level — to execute."

Radios are necessary in Iraq and Afghanistan. Commanders who "see" and share a common view through today's digitized systems need to "hear" with a radio. Radios provide the human interaction a computer screen may lack. Radios have a wide range of uses in theater today, such as coordinating a raid in a close-packed environment or communicating the commander's intent over a sizable terrain.

LTC Gregory Coile, PEO C3T Executive Officer, conducts an operational vignette in a demonstration of CPOF's battle command and communications capabilities at Fort Monmouth, NJ.

Command Post of the Future's (CPOF's) Near-Real-Time Capabilities Minimize Battlefield Friction

When an improvised explosive device (IED) detonates in Iraq, CPOF's communication capabilities provide commanders with information to make quick decisions to minimize battlefield friction. "The ability to have immediate situational awareness of activities occurring in the operational environment, regardless of geographic location, is a very powerful tool," said LTC Richard Hornstein, Product Manager, Tactical Battle Command.

With nearly 6,000 systems fielded, CPOF empowers Warfighters to visualize the operational environment and synchronize elements of combat power, while simultaneously collaborating and sharing data in near-real-time. Users can see and interact with one another's workspace, tools, data, and maps.

When a significant activity occurs, a patrol can send the information through an FM radio to be posted to CPOF's common operating picture, making it instantly available to the entire operational environment. "CPOF gives commanders the power to share information to leverage operation forces to either dynamically re-task them to engage or to avoid a certain activity," Hornstein said.

Military Seeks "Green" Energy Solutions

Decreasing dependence on fossil fuels has been an ongoing goal for DOD due to financial costs and human lives.

"Casualties are being taken in supply convoys of Soldiers bringing fuel to the battlefield who are getting hit by IEDs," Paul Richard, Deputy DOD Project Manager for Mobile Electric Power (MEP), said. "How do you minimize the risks to Soldiers? You shrink the supply convoys. How do you do that? You shrink the amount of fuel being carted out to the battlefield."

"Since generators are the single largest consumer of fuel on the battlefield, the Army is interested in diminishing the amount of fuel transported for generators," Richard said.

Project Manager MEP displayed some "green" Command Post technologies at the Joint Users' Interoperability Communications Exercise at Fort Monmouth, NJ, in June. A Global Rapid Response Information Package (GRRIP) system ran nearly 100 percent of the time on a solar power system provided by Solar Stik. The GRRIP is a fully deployable communications center tailored around a secure satellite network.

The Solar Stik is a tripod system with two 50-watt rigid-panel solar arrays that capture solar energy, and it can be outfitted with a wind turbine. Also on display was the Solar Power Modernization system, which looks similar to a sail staked into the ground. It uses flexible solar panel technology and is rated for 750 watts at peak conditions.

Continuing studies between Program Manager MEP and the National Renewable Energy Laboratory will identify cases in which solar, wind, or other renewable energy technologies might be advantageous.

Subordinate Organizations

DOD Project Manager, Mobile Electric Power

Program Directorate, Counter-Rocket Artillery and Mortar

Project Manager, Battle Command

Project Manager, Command Posts

Project Manager, Force XXI Battle Command Brigade-and-Below

Project Manager, Warfighter Information Network-Tactical

Special Projects Office/Northeast Regional Response Center

PEO Enterprise Information Systems

Overview

Program Executive Office, Enterprise Information Systems (PEO EIS) develops and fields a wide range of information technology (IT) systems, products, and services to support the Army and DOD, while helping Soldiers achieve their missions worldwide. PEO EIS is an organization of more than 1,800 military, civilians, and contractors, executing approximately $4 billion per year or about 40 percent of the Army's IT budget. PEO EIS is headquartered at Fort Belvoir, VA, with field offices in Arizona, New Jersey, and Maryland as well as the Pacific, Europe, and Southwest Asia.

Understanding that Soldiers are the Army's greatest investment, PEO EIS partners with industry to deliver the most advanced and secure IT systems available today and to plan for future requirements that will keep the Army ahead of the technology curve in the future. To accomplish this, PEO EIS oversees 22 project and product offices that manage more than 120 systems and products that provide business and combat service support, network connectivity, and communication and computer infrastructure.

Success Story

Deployed Soldiers Execute Their Missions Better and Safer Thanks to Very Small Aperture Terminals (VSATs) and Satellite Communications (SATCOM) Networks

Every Soldier benefits from VSATs provided by PEO EIS's Defense Wide Transmission Systems (DWTS) program. VSATs transmit data that provides "have-to-have" items and services that touch every Soldier, around the world, every day.

In logistics, every class of supply the Soldier uses is requisitioned, tracked, stocked, and disbursed thanks to data transmitted over the Combat Service Support (CSS) SATCOM Network via VSATs in tandem with the CSS Automated Information Systems Interface (CAISI) wireless network. The Soldiers who order these supplies and services are safer because every transaction they transmit via VSATs and CAISI represents a drive they did not have to take.

The contracts to procure all the materiel and services that Soldier needs in theater are monitored in real time by VSATs. Once materiel is in theater,

A Soldier from Supply and Transportation Troop, 11th Armored Cavalry Regiment, initializes her MTS and confirms availability of satellite communications prior to deploying from her unit motor pool at the National Training Center, Fort Irwin, CA.

Logistics Assistance Representatives can better train, advise, and assist Soldiers via data transmitted by VSATs over the Army Field Support Network, which connects offices in Iraq and Afghanistan with the Defense Contract Management Agency's Boston data center. Connectivity makes the contracting process more efficient and helps get the right supplies and services to the right place at the right time — when Soldiers need them.

In the area of force protection, when the Soldier travels in a convoy, he or she is safer from improvised explosive device (IED) attacks, thanks to the Joint Explosive Ordnance Disposal VSAT network. The network transmits data that allows the Joint IED Defeat Organization to aggressively find, develop, test, and rapidly deliver emerging counter-IED capabilities. When the Soldier reaches the checkpoint at a base, he or she is safer thanks to biometrics data — fingerprints, iris scans, or any other measurable biological or behavioral characteristic — transmitted via VSAT over the CSS SATCOM network.

Data about every personnel transaction that affects the Soldier — pay, dependent benefits, rotations, promotion eligibility — is transmitted via VSAT.

Routine medical information that keeps the Soldier healthy is transmitted via VSAT. If wounded, the Soldier's X-Rays, CT scans, and MRI films will be available to medical personnel every step of the way thanks to the medical data and imagery files transmitted over the Joint Telemedicine Network. Should the few radiologists in theater need to consult with medical specialists, they can do so real-time, face-to-face in a video teleconference.

The DWTS program has fielded more than 2,500 VSATs and more than 24,000 CAISI modules worldwide and established and maintains multiple SATCOM networks to support our troops. Soldiers can execute their missions more effectively, have a better quality of life, and be safer in the combat zone thanks to DWTS's VSATs and SATCOM networks that provide secure pipelines to keep the Army moving, well serviced and supplied, and ready for the mission.

Soldiers using the CSS VSAT.

Subordinate Organizations

Project Manager Army Enterprise Systems Integration Program (AESIP)

Project Manager Army Knowledge Online/Defense Knowledge Online (AKO/DKO)

Project Manager Defense Communications and Army Transmission Systems (DCATS)

Project Manager Department of Defense Biometrics (DoD Biometrics)

Project Manager General Fund Enterprise Business System (GFEBS)

Project Manager Global Combat Support System-Army (GCSS-Army)

Project Manager Logistics Information Systems (LIS)

Project Manager Logistics Modernization Program (LMP)

Project Manager Network Service Center (NSC)

Project Director Computer Hardware, Enterprise Software and Solutions (CHESS)

Project Director Defense Integrated Military Human Resources System (DIMHRS)

Project Director Force Management System (FMS)

Project Director Information Technology Systems (ITS)

Project Director Installation Management System Army (IMS-A)

Project Director Reserve Component Automation Systems (RCAS)

Product Manager Acquisition Business Systems (AcqBiz)

Product Manager Distributed Learning System (DLS)

Product Manager Joint-Automatic Identification Technology (J-AIT)

Product Manager Medical Communications for Combat Casualty Care (MC4)

Product Manager Movement Tracking System (MTS)

Product Manager Transportation Information Systems (TIS)

Product Director Army Human Resource System (AHRS)

PEO Ground Combat Systems

Overview

Program Executive Office Ground Combat Systems (PEO GCS) leads the development, acquisition, testing, systems integration, fielding, sustainment, and improvement of the Army's ground combat systems and is strategically postured to support Secretary of the Army imperatives to "Sustain, Prepare, RESET, and Transform" current and future force ground combat weapons systems. The PEO ensures safe, effective, suitable, and supportable ground combat systems capabilities are delivered within prescribed cost, schedule, and performance goals.

PEO GCS is fully committed to achieving its vision to "Be the premier acquisition organization by equipping Joint and Allied Forces with unparalleled lethal and survivable ground combat systems." PEO GCS is focused on executing its mission to "Lead the Army's Ground Combat Systems Programs by providing the Joint Warfighter with mission-capable systems as part of a full-spectrum force, through sound life cycle management." Priorities include supporting Soldiers; providing modularity, RESET, and RECAP for assigned systems; fostering spiral development and integration in the current force; and developing and maintaining a ground combat vehicle long-term investment strategy.

Success Stories

Robotic Systems Joint Program Office (RS JPO) Leads the Way

RS JPO is speeding robotic technologies to the field to revolutionize combat operations. This Joint (Army and Marine) office is responsible for managing the development, acquisition, testing, systems integration, product improvement, and fielding of robotic systems that will form an essential capability for the Force.

In fiscal year 2008, RS JPO deployed more than 500 combined systems, including 200 xBots, 50 Multi-function Agile Remote Control Robots, and 250 Fido Handheld Explosive Deetectors, in support of *Operations Enduring* and *Iraqi Freedom* (*OEF*/*OIF*). RS JPO also was responsible for sustaining more than 1,500 systems in theater. The organization worked closely with robotics contractors to ensure cost, schedule, and performance parameters were met and that Soldiers and Marines received the assets on time. RS JPO is transitioning this capability to a program of record and has started to staff their Capabilities Production Document.

The Joint Robotics Repair and Fielding Activity (JRRF) relocated from Huntsville, AL, to Selfridge Air National Guard Base in Michigan in 2009. The move was completed one year ahead of schedule without degradation of service. A JRRF detachment was established near Mosul, Iraq, bringing the total forward deployed in *OIF* to four. The PEO plans to open additional JRRF detachments in Afghanistan.

Subsequent to the Item Unique IDentification (IUID) Implementation plan's approval, the JRRF completed the IUID integration with the Catalog Ordering Logistics Tracking System. The JRRF began to link radio-frequency identification (RFID) and IUID into one usable structure to facilitate Total Asset Visibility of JRRF-supported ground robotics platforms. The Web-based approach emphasizes efficiencies of processes. As a result, a DOD Government Accounting Office Audit Report cited RS JPO, stating, "The [RS JPO]… implemented IUID at its JRRF division at a cost of approximately $400,000 during Fiscal Years 2007 and 2008. The project office established a process for marking new acquisitions to its inventory with item unique identifiers and, to maximize the benefits of implementation, integrated IUID into its existing supply chain management data system."

Talon Ground Robot

Army officials have documented benefits from implementing IUID, including reductions in inventory size, shipping and receiving times, and data entry errors. Additional benefits include increases in data quality, robustness, and processing speed. Future developmental efforts include vertical storage for the warehouse, integrating RFID and condition-based maintenance, and institutionalizing the JRRF processes to enable Cargo Offloading and Transfer System/Naval Support Element sustainment.

Stryker Enhances Survivability

Rising to meet the challenge of difficult conditions and accelerated schedules, the Stryker Program Management Office Retrofit teams, in conjunction with General Dynamics Land Systems, installed force protection kits for three Stryker Brigade deployments, just as the first Stryker vehicles integrated into the 3rd Heavy Brigade Combat Team (HBCT), 3rd Infantry Division. The teams retrofitted more than 1,000 vehicles for three Stryker Brigade Combat Teams (SBCTs) and one HBCT. The retrofits encompassed significant product improvements resulting from combat lessons learned and Soldiers' requests from the field. Survivability improvements included installation of a 570-amp alternator, a Blast Protection Kit, a Rear-View Sensor Suite, and Squad Leader Integrated Protection.

In response to an urgent requirement for blast protection and to meet Army Force Generation timelines, Retrofit teams executed their mission and overcame significant hardware challenges to complete Stryker retrofits for the 5th SBCT, 2nd Infantry Division, the first Stryker Brigade designated to enter Afghanistan. The installation included underbelly armor, floor plates, troop seats, commander seats, and Height Management Software. All major retrofits were completed on time, with no impact to scheduled deliveries.

Following the 5th SBCT, 2nd Infantry Division, retrofit, the teams transitioned to conduct retrofits for 3rd SBCT, 2nd Infantry Division, vehicles introducing several new kits that included Rear-View Sensor Suites, and Tire Fire Suppression Kits for unique Stryker variants. As before, the teams completed this operation two days ahead of schedule to support the 3rd SBCT, 2nd Infantry Division's, deployment. The teams repositioned to retrofit 4th SBCT, 2nd Infantry Division, and 3rd HBCT, 3rd Infantry Division, Stryker vehicles and are on schedule to complete all retrofits.

The Retrofit teams' tireless efforts involved multiple facets within the Stryker Program Management Office. Business Management, Acquisition, Engineering, Survivability, Test and Evaluation, Quality, and Logistics teams' coordination ensured seamless support and success for our Soldiers. The dedicated men and women of the Stryker Program Management Office and the entire PEO GCS family proudly serve the U.S. Army and Joint Warfighter with passion and commitment because "Our Mission is Our Warfighters' Future."

Subordinate Organizations

Project Manager Heavy Brigade Combat Team

Project Manager Joint Lightweight Howitzer

Project Manager Robotic Systems Joint Program Office

Project Manager Stryker Brigade Combat Team

PEO Integration*

***NOTE**: This title is the result of the Change of Charter of PM Future Combat Systems to PEO Integration as a result of recently announced decisions regarding the restructuring and termination aspects of the original program. The analysis to produce a formally chartered management structure is ongoing. The programs described in this section will be managed by PEO Integration until such time as formal responsibilities are assigned, or transfers of responsibility occur.*

Overview

Program Executive Office (PEO) Integration provides cutting-edge technologies and integrates and synchronizes program and portfolio development, delivery, and resources to enable the Army to dominate in full-spectrum operations. We leverage capabilities gained from Army programs to meet the Army's current and future needs. Aligning capability packages with brigade missions, structure, and training provides Soldiers with the right capabilities.

Capabilities fielded as part of a regular process enable provision of the latest materiel and non-materiel solutions to our Warfighters. This allows the Army to provide the most-demanded capabilities to the neediest Soldiers, based on assigned missions. Accelerating proven solutions to upgrade units every few years allows the Army to build a versatile mix of mobile, networked, and combat-effective brigades. Capabilities include: doctrine; organization; training; and materiel to fill the highest priority shortfalls and mitigate risks. Incremental deliveries will build upon one another as the Army continually adapts, upgrades, and modernizes.

The Army's modernization effort focuses on accelerating critical technology and capability enhancements, including network elements and a robust set of unmanned and manned hardware and sensors, incrementally fielded to all Army brigades, starting with Infantry — more equipment for more Soldiers, faster. These changes address guidance to distribute capability enhancements to all Army combat brigades.

Success Stories

Early Infantry Brigade Combat Team (E-IBCT) Capabilities

E-IBCT Capabilities consist of the following systems: the Non-Line-of-Sight Launch System (NLOS-LS), Urban and Tactical Unattended Ground Systems (U/T UGS), Class 1 (Block 0) unmanned aerial vehicle, and Small Unmanned Ground Vehicle (SUGV) Block 1. The E-IBCT systems will be fully integrated and networked through a Network Integration Kit (NIK), enabling data sharing for the command and control of systems, except for NLOS-LS, which is controlled by the Advanced Field Artillery Tactical Data System.

The E-IBCT set provides enhanced situational awareness, force protection, and lethality through the use of unattended and attended sensors and munitions across the Current Force. In addition, Soldiers are being provided with improved communications and data sharing through the NIK. Soldiers from the Army Evaluation Task Force (AETF) recently tested and evaluated all E-IBCT systems during a fully successful Limited User Test.

Prepping the U/T UGS before they are used in the Company situational training exercises at White Sands Missile Range, NM. These exercises provided AETF Soldiers with the experience they need to prepare for the upcoming Force Development Test and Experimentation.

Soldiers of the AETF monitor the flight of the Class 1 (Block 0) during exercises at White Sands Missile Range. The Class 1 uses semi-autonomous flight and navigation, but it will interact with the network and Soldiers to dynamically update routes and target information.

We are working to deliver the most immediately relevant technologies developed through Future Combat Systems (FCS) research and development to all our Brigade Combat Teams (BCTs) (and other priority combat formations), rather than focusing primarily on producing unique capabilities for a small set of BCTs. We are accelerating our efforts to field these key technologies (described in this handbook) to selected BCTs in 2011. These technologies link manned systems, unmanned systems, sensors, and munitions through the use of the integrated communications network we are building.

Soldiers in Development Process

Involving Soldiers, especially experienced combat veterans, early in the development process greatly benefits those developing equipment for the Army. It allows training programs to be evaluated well in advance of fielding. It also helps those building the equipment to understand the capabilities Soldiers want and need, because they can physically see Soldiers actually use the equipment. The Army also experiences cost savings, since Soldier input in the development phase is much less costly to incorporate than input during or after production. One example is the Soldier suggestion of a camera in the SUGV's base, so it can still be used if the head is damaged.

The AETF (5th Brigade, 1st Armored Division) at Fort Bliss, TX, provides feedback during the evaluation of future capabilities to develop tactics, techniques, and procedures. The AETF is currently evaluating the first systems from the previous FCS program that will be used to provide capabilities to the force in an integrated, synchronized manner. As the operational environment evolves and new capabilities are available, the AETF will evaluate and prioritize future capability packages with hands-on assessments by combat veterans in realistic operational settings — keeping the needs of the Soldier in the forefront.

Soldiers monitor their battlespace via the NIK in their High Mobility Multipurpose Wheeled Vehicle during training exercises at White Sands Missile Range, NM. The NIK is part of the E-IBCT capability package. It provides a Joint software-programmable radio with multiple waveforms to share more information, as well as connection to unattended sensors.

PEO Intelligence, Electronic Warfare, and Sensors

Overview

Program Executive Office Intelligence, Electronic Warfare, and Sensors' (PEO IEW&S) vision is acquisition excellence in providing superior capability to Soldiers to immediately and completely understand the environment by providing sensors and assimilating sensor information into relevant, timely products. These products can be used for targeting, situational awareness, force protection, reconnaissance, surveillance, and target acquisition (RSTA). The IEW&S team develops, acquires, fields, and provides life cycle support for intelligence, electronic warfare, and target acquisition capabilities. IEW&S systems are integrated into the network's layers and enable persistent surveillance, allowing the Joint Warfighter to control time, space, and the environment, while greatly enhancing survivability and lethality.

PEO IEW&S rapidly transforms requirements and validated field requests into reality and leads in most critical current operations efforts, including: counter-improvised explosive device (IED); sensors for counter-rocket and mortar; the Intelligence, Surveillance, and Reconnaissance (ISR) Surge; and the Integrated Intelligence Architecture. We are responsible for a combination of more than 90 programs of record and quick-reaction capabilities. Addressing Soldiers' needs and providing them with capabilities in the most effective and financially responsible manner is paramount to our success.

Success Stories

ISR Surge

On Aug. 6, 2008, Secretary of Defense Robert Gates approved a package of new ISR initiatives, including a surge of personnel to Iraq and Afghanistan to collect, process, exploit, and disseminate the growing volume of battlefield surveillance data. The defense intelligence community was tasked with integrating assets into a system, data, and transport architecture that federates ISR, force protection, and RSTA collection capabilities, data repositories, services, and exploitation capabilities across coalition boundaries.

To meet the ISR demand, sensors and exploitation systems are being aligned with the communications infrastructure available during surge operations to ensure that the data available to operational commanders and the analysts who support them is timely, accurate, and complete. Thus, we provide a global intelligence enterprise "search engine," delivering tactical answers regardless of source and method security classification.

Enterprise delivering tactical answers — The ISR systems include (clockwise from top) Guardrail, Acquisition Resource Management System (ARMS), Distributed Common Ground Station-Army (DCGS-A), Medium Altitude Reconaissance and Surveillance System (MARSS), and Prophet.

PEO IEW&S has been critical in providing the surge's major components with new manned aircraft outfitted with surveillance sensors, new ground tactical sensors, and enhanced infrastructure to handle ISR data processing, exploitation, and dissemination. To give Soldiers an understanding of their environment, system-of-systems coordination is underway, including leveraging national infrastructure, "the Cloud concept," by providing access to sensors and other sources of data to operational commanders in theater.

Base Expeditionary Targeting and Surveillance System–Combined (BETSS-C)

BETSS-C is a quick reaction capability family of systems that provides commanders with critical sensors to support RSTA needs. The goal of the program is to rapidly provide Warfighters with a flexible, scalable, and expeditionary base defense system for persistent ground targeting and surveillance. BETSS-C uses multiple surveillance systems, including: Rapid Aerostat Initial Deployment; Cerberus; Force Protection Suite; Tactical Automated Security System Command and Control system; and Rapid Deployment Integrated Surveillance System.

This family of systems' combination facilitates increased situational awareness and force protection at larger Forward Operating Bases, coalition Joint Security Stations, and remote, mobile Combat Outposts. Commanders using BETSS-C sensors will have long-range and short-range situational awareness requirements. The sensors provide targeting and surveillance capabilities throughout the battlefield and increase the force protection posture, while reducing perimeter security manpower requirements. Commanders have successfully employed BETSS-C to detect, identify, and recognize emerging threats and employ tactical capabilities to defeat those threats, protecting lives and equipment.

A Soldier from 173rd Airborne Brigade Combat Team using a Long-Range Advanced Scout Surveillance System in *Operation Enduring Freedom* to identify and locate enemy targets for an F-15.

Subordinate Organizations

Project Manager Aerial Common Sensors
- Product Manager Aerial Common Sensor – Integration
- Product Director Task Force Observe, Detect, Identify, and Neutralize

Project Manager Distributed Common Ground System – Army
- Product Manager Fixed and Mobile
- Product Manager Fusion and Software Applications
- Product Manager Intelligence Fusion

Project Manager Navigation Systems
- Product Manager Global Positioning System
- Product Manager Target Identification and Meteorological Systems

Project Manager Night Vision/Reconnaissance, Surveillance, and Target Acquisition
- Product Manager Forward Looking Infrared Radar
- Product Manager Radars
- Product Manager Robotics and Unmanned Sensors
- Product Director Rapid Aerostat Initial Deployment

Project Director Aircraft Survivability Equipment
- Product Manager Infrared Countermeasure

Project Director Army Special Program Office/ Tactical Exploitation of National Capabilities
- Product Director CI/HUMINT Automated Reporting and Collection System
- Product Director Combat Terrain Information Systems

Project Manager Electronic Warfare
- Product Manager Counter Radio Controlled Improvised Explosive Devise (RCIED) Electronic Warfare
- Product Manager Information Warfare
- Product Manager Prophet

Product Manager Future Combat Systems (Brigade Combat Team) Intelligence, Surveillance, and Reconnaissance

PEO Missiles and Space

Overview

Program Executive Office Missiles and Space (PEO MS) provides centralized management for all Army tactical and air defense missile programs and selected Army Space programs. PEO MS is part of the Life Cycle Management Command at Redstone Arsenal, AL, enhancing the PEO's ability to provide the world's finest support while continuing the Army's modernization.

The portfolio of programs assigned to PEO MS spans the acquisition process's full spectrum. A number of programs are Joint programs developed with other services. Two programs within the PEO are international programs.

PEO MS applies a system-of-systems acquisition approach to meet Warfighters' needs and obtain the Army Air and Missile Defense (AMD) Force's desired capabilities. This approach requires systems to be restructured into components of sensors, launchers, missiles, and Battle Management Command, Control, Communications, Computers, and Intelligence with a standard set of interfaces and networks. The Army's Integrated AMD acquisition approach will ensure materiel solutions for the Army's AMD Force.

Success Stories

Air Defense Missile Successfully Fired from High Mobility Artillery Rocket System (HIMARS) Field Artillery Launcher – Demonstrates Feasibility of Common Launcher Platform Concept.

PEO MS has a goal of providing new capabilities to the Warfighter in ways that are better, faster, cheaper, and more effective. One of the ways being explored is the use of a common launcher platform for a variety of missiles and missions. A common launcher platform will give commanders and Soldiers a more efficient and versatile capability with which they can engage both ground and air targets.

Test Firing of a SLAMRAAM missile from a HIMARS launcher at White Sands Missile Range in March 2009.

This concept was recently successfully demonstrated with the firing of Surface-Launched Advanced Medium Range Air-to-Air Missiles (SLAMRAAM) from a HIMARS launcher. This is the first time that an air defense missile has been launched from a field artillery launch platform. The flights validated the feasibility of adapting the HIMARS into a Common Launch platform for both select Air Defense Artillery missiles and traditional Field Artillery rockets and missiles.

The SLAMRAAM missiles were packaged and loaded in a modified Army Tactical Missile System (ATACMS) Enclosure Assembly and Launch Pod (EALP). The onboard HIMARS fire control software was slightly modified to recognize, arm, and fire the SLAMRAAM missiles. The synergy and flexibility gained by employing a Common Launcher Platform will provide the maneuver commander with battlefield efficiencies and the ability to engage a greater variety of targets with fewer assets. This will improve the unit's lethality and deployability.

This demonstration contributed to the Army's recent decision to redirect the SLAMRAAM program to the HIMARS platform. This is the initial step in attaining a common launcher platform and realizing the inherent efficiencies such a launcher provides. This effort is a significant step forward that will advance the common launcher concept.

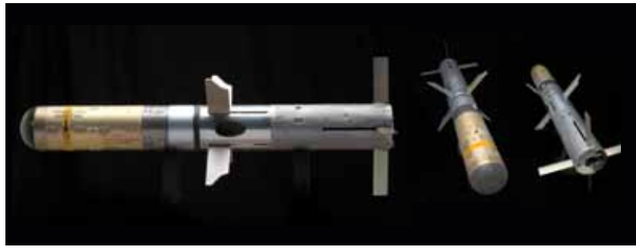
Radio Frequency (RF) Guidance Link Replaces Wire Guidance in the Newest Version of the Tube-Launched, Optically-Tracked, Wire-Guided (TOW) Missile

With the requirement to restart production for TOW missiles for the U.S. Army and U.S. Marine Corps, the lack of a vendor for guidance wire became a major obstacle. The only existing manufacturer for this special wire had gone out of business due to declining demand and the uncertainty of future business. A search for a replacement vendor was unsuccessful.

A new wireless RF guidance link was pursued as the least risky, lowest cost technical approach to replace the wire guidance link. The RF guidance link's development and qualification were jointly funded by the U.S. Army, U.S. Marine Corps, Foreign Military Sales customers, and the prime contractor, Raytheon Missile Systems. The government qualification testing of the TOW 2B Aero RF was completed in June 2009, and initial deliveries will begin in late 2009.

The TOW 2B Aero RF is not a new missile but rather a modification to the existing missile. The RF guidance link is a functional replacement of the wire guidance link and provides equivalent performance in all natural and induced environments. The new guidance system is transparent to the gunner, no modifications are required to the missile launcher or vehicle platforms, and no additional training is required.

This highly successful program has allowed continued production of one of the Warfighter's most valued weapons at the least cost to the taxpayer.



The TOW 2B Aero RF, a new guidance system that is transparent to the gunner and requires no modifications or additional training.

Subordinate Organizations

Close Combat Weapon Systems Project Office

Cruise Missile Defense Systems Project Office

Integrated Air and Missile Defense Project Office

Joint Attack Munition Systems Project Office

Lower Tier Project Office

Non-Line-of-Sight – Launch System Project Office

Precision Fires Rocket and Missile Systems Project Office

Responsive Space Operations Project Office (Provisional)

Missile Defense Strategic Capabilities Project Office (Provisional)

PEO Simulation, Training, and Instrumentation

Overview

Program Executive Office Simulation, Training, and Instrumentation (PEO STRI) provides responsive interoperable simulation, training, and testing solutions for the Warfighter and the Nation. We offer life cycle support for the Army's most advanced training systems around the world.

The organization executes programs valued at more than $3.5 billion with a workforce of nearly 1,200 military, civilian, and contractor personnel. PEO STRI's Acquisition Center manages more than 950 contracts valued at more than $10 billion. The Army acquisition agency sustains 335,000 training systems at 480 sites worldwide, including 19 foreign countries. In addition, PEO STRI's Foreign Military Sales program supports 62 countries. Headquartered in Central Florida's Research Park, the organization also has geographically separated offices in Redstone Arsenal, AL; Fort Bliss, TX; and Fort Huachuca, AZ.

Nearly all Soldiers deployed to a theater of operation have trained on a PEO STRI-derived device. Warfighters around the globe are being positively impacted by PEO STRI's recent undertakings. Enabling the Soldier with training is strong; working in collaboration with other Army components and the Joint community to provide unsurpassed support to the Warfighter is Army Strong!

Success Stories

Army Fields New Vehicles, STRI Delivers New Training

As the Mine Resistant Ambush Protected (MRAP) family of fighting vehicles became the highest-sought mode of transportation in the combat zone, PEO STRI quickly responded to meet the Army's training needs. In record time, the Project Manager for Combined Arms Tactical Trainers delivered both driver and egress trainers to prepare Soldiers for the new vehicle they would be operating in the theater of combat operations.

The Common Driver Trainer MRAP variant "trains critical driver tasks in a virtual simulator that are too dangerous or infrequently trained in the live training environment," said LTC Charlie Stein, Product Manager for Ground Combat Tactical Trainers.

Some of the threats that Soldiers are currently encountering in theater that this trainer takes into consideration are bad driving conditions, such as dilapidated roads and weak bridges, combat conditions, such as roadside bombs or ambushes, and mere driver error. "With the driver trainer, we are focusing on the fidelity of the vehicle and its dynamics — the point at which the vehicle will rollover," Stein explained.

In addition to the driver trainer, PEO STRI is also fielding an MRAP egress trainer in response to an urgent operational needs statement from Iraq. Nearly 30 egress trainers have been fielded in recent months.

The MRAP egress trainer is modeled on PEO STRI's High Mobility Multipurpose Wheeled Vehicle Egress Assistance Trainer, and, much like its predecessor, the "MRAP trainer proves to be an Army solution to an Army problem," noted Dr. James Blake, Program Executive Officer for PEO STRI.

Many organizations within the Army came together to make both egress trainers a reality, including the U.S. Army Tank Automotive Research, Development and Engineering Center, the Army and the Marines' Joint office, Program Manager MRAP, and the Red River Army Depot.

PEO STRI is responsible for delivering the device into the hands of the Warfighters, and the initial fielding schedule called for 25 egress trainers to go to the Army in theater. Additionally, three devices went to the Marines. "Without a doubt, MRAP driver and egress trainers are important because many of the Soldiers and Marines driving MRAP vehicles down range won't get the opportunity to operate these vehicle until they're in the theater of combat operations. We are giving our Warfighters the opportunity to train prior to getting in the seat," Stein said.

STRI Fields Three-Dimensional Representation of Urban Terrain to Aid in Mission Rehearsal

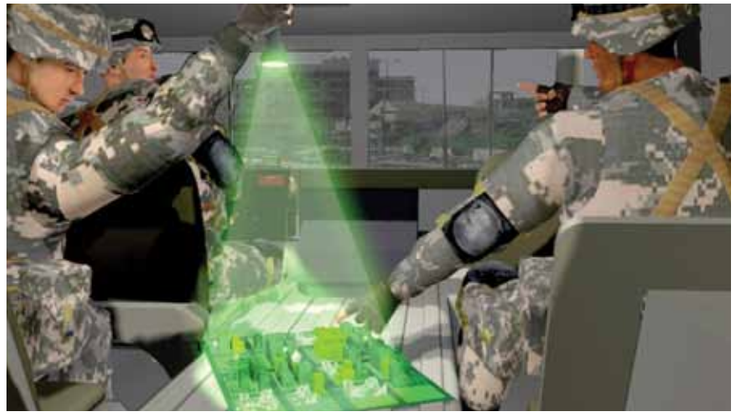
U.S. military forces needed a tool to help them visualize complex battlefield conditions, such as: intricate terrain; subterranean bunkers; and urban combat environments. Two-dimensional maps and photographs could not provide Soldiers the fidelity they needed for mission planning or after action reviews.

Responding to this need, PEO STRI fielded the Tactical Digital Hologram (TDH), an accurate three-dimensional representation of the battlefield. The holograms, which represent the next generation of the military sand table, are flexible, portable, and deployable.

Soldiers from the Special Operations Command and the Army G-2 are currently using the TDH to counter insurgents in urban environments that have tall buildings or subterranean bunkers and caves, for example.

The entire unit can stand around the hologram to quickly prepare for building clearing procedures, cordon and search missions, vehicle positioning, indirect fire support, and so on. Once the mission planning is complete, Soldiers can roll-up the hologram to take on their mission and use it as a three-dimensional map.

The illustration depicts Soldiers using the Tactical Digital Hologram to prepare for their night mission. The high-tech hologram represents the Army's next generation of mission planning, rehearsal, and after-action review.



Subordinate Organizations

Project Manager Combined Arms Tactical Trainers

Project Manager Constructive Simulation

Program Manager Field Operations

Project Manager Future Force (Simulation)

Project Manager Instrumentation, Targets, and Threat Simulators

Project Manager Training Devices

PEO Soldier

Overview

Since 2002, Program Executive Office (PEO) Soldier has outfitted Soldiers with the best products available to protect their lives and advance their missions. To maintain its organizational standard of excellence, PEO Soldier will undergo a major restructuring in Fiscal Year 2010 (FY10). First, the workload and associated human resource structure will be rebalanced. Several Project Manager positions will be refocused on a smaller range of products to enhance management and ensure proper oversight. Second, synchronization with the operational force will improve. The Rapid Fielding Initiative (RFI) is being integrated into a PEO Logistics (G-4) Directorate. Institutionalizing the RFI process across our portfolio will minimize unit engagements to maximize Soldier downtime during the Army Force Generation process's reset phase. Third, more emphasis will be placed on Soldier-as-a-System activities.

PEO Soldier is responsible for nearly everything the Soldier wears or carries. We have evolved to keep pace with technology and changing operational needs. Continuing into the future, PEO Soldier will remain dedicated to making Soldiers more lethal, survivable, and sustainable in any operating environment.

Success Stories

Enhanced Night Vision Goggle (ENVG), AN/PSQ-20

Before the Army procured the ENVG, Soldiers employed passive image intensification (I2) and thermal imaging technologies separately, but never did one device provide both capabilities. The ENVG changed that, enabling Soldiers to see more clearly in degraded battlefield visibility conditions using a single device. The ENVG provides accurate detection, acquisition, and engagement of targets under all light and weather conditions, as well as through obscurants.

Following qualification testing that began in 2006, the ENVG was redesigned to ruggedize the device. A platoon of 30 infantry Soldiers completed operational testing in Fiscal Year 2007. Low-rate initial production began during the first quarter of Fiscal Year 2008, and the first unit was equipped in the third quarter. The program ramped up to full-rate production in Fiscal Year 2009. The rapid development and fielding of the ENVG has been a tremendous success for PEO Soldier.

"Our mission at PEO Soldier is to strive constantly to improve on current capabilities to save and improve the quality of Soldiers' lives, while we simultaneously enhance their ability to accomplish their missions," said BG Peter N. Fuller, Program Executive Officer Soldier. "When it comes to sensor and laser systems, this system achieves those ends."

Thanks to its advanced image intensification and thermal imaging technology, the ENVG provides Soldiers with unparalleled detection capabilities in any battlefield conditions. The system's ergonomic design also allows for greater mobility and ease of use.

Helmet Sensors

The Army now has critical information about the use and impacts to Soldiers' helmets with the potential to save men and women in uniform from battlefield head injuries.

The information comes from more than 6,900 sensors mounted on Advanced Combat Helmets and deployed to *Operation Enduring Freedom* (*OEF*) and *Operation Iraqi Freedom* (*OIF*) from March 2008 to March 2009. The Army is now harvesting data gathered in the first generation of sensors, developed and fielded by PEO Soldier, as it prepares to send an even more sophisticated sensor into theater. Each lightweight first-generation sensor can record hundreds of events, providing a careful record of each impact the helmet experiences for later analysis, differentiating between significant hits to the helmet and insignificant drops.

The data downloaded from the sensors onto computers will help Army combat developers and medical experts learn more about traumatic brain injury, a major concern in *OEF* and *OIF* because of the threat of blast injury from improvised explosive devices. The sensors provide the Army with the ability to capture blast pressure data and to better understand the forces acting on the helmet and the forces translated to the Soldier's head. From a medical standpoint, the helmet sensor data are expected to help the Army understand the nature and frequency of head trauma.

Helmet sensors monitor trauma to the heads of deployed Soldiers, giving physicians greater insight to treat Soldiers. The sensors are internally powered and integrated directly into the helmet's design.

Subordinate Organizations

Project Manager Soldier Equipment
- Product Manager Clothing and Individual Equipment
- Product Manager Soldier Sensors and Lasers
- Product Manager Soldier Survivability

Project Manager Soldier Warrior
- Product Manager Air Soldier
- Product Manager Ground Soldier
- Product Manager Mounted Soldier

Project Manager Soldier Weapons
- Product Manager Crew Served Weapons
- Product Manager Individual Weapons

Soldier-as-a-System Unit Set Fielding

U.S. Army Acquisition Support Center

Overview

The U.S. Army Acquisition Support Center (USAASC) is a direct reporting unit to the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA(ALT)). We support the Army's acquisition mission through superior personnel development systems and management support capabilities, enabling the most effective equipping of the Nation's forces while maintaining an internal culture of constant organizational improvement. We focus on institutional management of the U.S. Army Acquisition Corps (AAC) and the Army Acquisition, Logistics and Technology (AL&T) Workforce comprised of more than 40,000 military and civilian personnel.

We strive to provide seamless support to the Army acquisition community through superior leadership, professionalism, quality, competence, and commitment. We provide customer service and support to ASA(ALT)'s Program Executive Offices (PEOs), Acquisition Commands, Direct Reporting Program Managers, and the AL&T Workforce in the areas of resource management (manpower and budget); human resources management; acquisition career development; regional outreach; program structure; strategic planning and analysis; and strategic communications.

Success Story

Strengthening the AL&T Workforce

The Army plans to add more than 5,100 Army acquisition positions by Fiscal Year 2015. Approximately 1,885 government acquisition professionals will be hired to reinforce the 13 acquisition career fields (ACFs) the Army supports, and well over 3,200 inherently governmental or closely associated with inherently governmental contractor positions will be in-sourced following defense statutory requirements. USAASC supports the initiative to grow and enhance the capability of the Acquisition Workforce. As growth occurs, USAASC leadership will focus training resources to support the additional personnel.

Section 852 of the N*ational Defense Authorization Act of 2008*, *Public Law No. 110-181*, directed the establishment of the Defense Acquisition Workforce Development Fund (DAWDF). With 852 funds, ASAALT is able to recruit, train, educate, and provide further career development and progression for the AL&T Workforce. These additional funds are providing a method for

USAASC is dedicated to ensuring that the AL&T Workforce is trained and ready to support our Soldiers.

USAASC to enhance new career development initiatives as well as supplement those already in place. USAASC supports Section 852 initiatives with the following emphasis:

- Generating the requirements process with specific focus on recommendations in *The Gansler Commission on Army Acquisition and Program Management in Expeditionary Operations Report*;
- Enhancing necessary information systems to boost career planning;
- Planning workforce initiatives specifically with regard to right-sizing (recruitment and training), development (training and education at all levels), and recognition and retention incentives; and,
- Ensuring that all required workforce members attend Defense Acquisition University (DAU) training and obtain required ACF certification.

According to Army Acquisition Corps demographic data, over the next five years, approximately 20 percent of our workforce will be eligible to retire. Section 852 funds provide a mechanism to attract new workforce members. The ultimate goal with the entry of new personnel, as a result of the funds earmarked in Section 852 for hiring, is to convert these new workforce individuals into permanent authorizations as current workforce members leave or retire, as well as convert outsourced positions into the dedicated force structure.

During the 4th quarter of Fiscal Year 2008, additional resources were received from the DAWDF. This allowed more DAU training opportunities for our workforce. This effort also allowed the Army to increase the number of workforce members certified for their position by 7 percent based on 3rd quarter Fiscal Year 2009 data.

Maximizing Army Acquisition Automation tools

USAASC is striving to maximize Army acquisition automation tool capabilities to enhance career planning and development and ensure that every AL&T Workforce member is empowered to provide the best acquisition support available to combatant commanders and their Soldiers.

Since its introduction, USAASC has continuously enhanced the Career Acquisition Management Portal (CAMP) capabilities. CAMP simplifies acquisition career management tools by implementing a single point of entry for Army acquisition personnel. The Career Acquisition Personnel and Position Management Information System (CAPPMIS) houses the software applications used for Army Acquisition Career Management. It features the Acquisition Career Record Brief; Individual Development Plan; Army Acquisition Professional Development System,;and Senior Rater Potential Evaluation. This suite of tools is designed for Acquisition Career Managers (ACM) and USAASC to manage the personnel and positions of the Acquisition Workforce.

CAMP's Certification Management System (CMS) and Army Acquisition Corps Management System (AAC MS) are the virtual application systems used to submit, review, and approve the Army's DWIA certification and AAC membership requests. Through CMS, Acquisition Workforce members are able to apply for certification for all acquisition position levels within all acquisition career management fields, and ACMs are able to review and certify packages from all over the world. AAC MS offers the same worldwide capability for Acquisition Workforce members to apply for Army Acquisition Corps membership.

One of USAASC's initiatives is to provide Major Command-level support to PEOs in the areas of resource management, human resource management, and force structure.

Subordinate Organizations

Acquisition Career Development

Human Resources Management

Program Structures

Regions – Eastern and Western

Resource Management

Strategic Communications

Strategic Planning and Analysis

U.S. Army Chemical Materials Agency

Overview

The U.S. Army Chemical Materials Agency (CMA) is ***Creating a Safer Tomorrow Today***. CMA oversees the Nation's secure storage of chemical agents and munitions. CMA safely eliminates stored and recovered chemicals through fixed facilities and mobile technologies. Rigorous environmental, quality, and safety standards ensure the highest level of safety to the environment, the public, and employees, while protecting our Nation. CMA is an Acquisition Category ID program.

CMA is fully committed to its missions of safe storage and destruction. As of July 2009, the United States has safely destroyed more than 19,000 tons of chemical agent — 62 percent of the Nation's chemical agent materiel — and CMA upholds the Chemical Weapons Convention international treaty destruction milestone of 2012.

Success Story

Newport Chemical Depot Workers Safely Destroy VX Nerve Agent Stockpile

On Aug. 8, 2008, personnel at the Newport Chemical Agent Disposal Facility (NECDF) in Indiana confirmed complete stockpile elimination at the Newport Chemical Depot (NECD). "This day marks a tremendous milestone for the workers at Newport, the citizens of Indiana, and the rest of the world," said CMA Director Conrad Whyne. "Newport's stockpile has been safely eliminated, which brings the United States one step closer to fulfilling the commitment of destroying our Nations' chemical weapons."

NECD Commander LTC William Hibner said, "I am proud and honored to be a part of a workforce whose mission to eliminate the Newport stockpile was completed safely and successfully."

Indiana is the third U.S. site where CMA has completely eliminated the threat posed by chemical agent stockpiles. For nearly 40 years, NECD safely stored 1,269 tons of liquid chemical agent VX in 1,690 steel containers. Neutralization operations began May 5, 2005. It took 39 months to complete destruction of the Indiana stockpile.

Deputy Assistant Secretary of the Army Carmen J. Spencer said, "The example of the depot and NECDF in completing your missions is truly a model for the world to follow."

Pine Bluff Safety Milestone

In Arkansas, the workers at Pine Bluff Chemical Agent Disposal Facility (PBCDF) achieved a safety milestone July 15, 2009, when they surpassed one million safe work hours without a recordable injury.

"Safety, while destroying the chemical weapons, is our main priority. I am pleased that the workforce at the PBCDF demonstrates CMA's commitment to safety in their day-to-day destruction operations as shown by their achieving this nearly-unparalleled safety milestone," said Whyne.

"This is a tremendous accomplishment and demonstrates the outstanding caliber of employees working on the project," agreed PBCDF Site Project Manager Mark Greer.

This is the first time any chemical demilitarization site has accomplished one million hours without a recordable injury.

PBCDF employs more than 700 workers and subcontractors. The facility uses state-of-the-art incineration technology to safely destroy the approximately 3,850 tons of chemical agents stockpiled at the Pine Bluff Arsenal.

Workers at NECDF move the last container of VX using a special lift boom on a forklift.

PBCDF Munitions Handlers oversee the last Enhanced Onsite Container carrying VX M55 rockets safely being lifted by an overhead crane into the container handling building.

Subordinate Organizations

Stockpile Operations
- Anniston Chemical Activity
- Blue Grass Chemical Activity
- Deseret Chemical Depot
- Newport Chemical Depot
- Pine Bluff Chemical Activity
- Pueblo Chemical Activity
- Umatilla Chemical Depot

Project Manager – Chemical Stockpile Elimination
- Anniston Chemical Agent Disposal Facility
- Chemical Agent Munitions Disposal System
- Newport Chemical Agent Disposal Facility
- Pine Bluff Chemical Agent Disposal Facility
- Tooele Chemical Agent Disposal Facility
- Umatilla Chemical Agent Disposal Facility

Non-Stockpile Chemical Materiel Project

Chemical Stockpile Emergency Preparedness Program

U.S. Army Medical Research and Materiel Command

Overview

Ensuring our forces are in optimal health and are equipped to protect themselves from disease and injury is the job of the U.S. Army Medical Research and Materiel Command (USAMRMC). The Command is headquartered at Fort Detrick, MD, with 10 laboratories and organizations located throughout the world. These centers of excellence specialize in various areas of biomedical research, including infectious diseases, combat casualty care, operational medicine, clinical and rehabilitative medicine, and chemical and biological defense. They are staffed with highly qualified scientists and support personnel. Our large extramural research program and numerous cooperative research and development (R&D) agreements provide additional science and technology (S&T) capabilities from leading civilian sector R&D organizations.

Six medical laboratories and institutes perform the S&T research to develop medical solutions for the battlefield. Four supporting organizations focus on other command requirements, such as medical materiel development and logistics to complete the full life cycle of medical materiel acquisition. Our expertise in these critical areas helps establish and maintain the medical capabilities the Army needs to fight and win on the battlefield.

Environmental medicine is key to operational success. Soldiers volunteer for many crucial studies such as environmental health studies, at the U.S. Army Research Institute of Environmental Medicine in Natick, MA.

The U.S. Army Institute of Surgical Research Burn Flight Team remains always prepared for rapid, worldwide deployment to evaluate, stabilize, and transport critically ill patients — including severely burned and multiple trauma patients — in austere and ever-changing environments to the Institute of Surgical Research, San Antonio, TX.

Success Story

Keeping Soldiers Healthy

USAMRMC is devoted to providing the best medical solutions for today and tomorrow. Diverse, multifunctional teams span the materiel development life cycle, from basic research in the laboratory to innovative product supplies. USAMRMC has achieved multiple milestones since its inception in 1958 and realignment in 1994 to become a full life-cycle manager for all medical systems. Disease and non-battle injury casualty rates have significantly declined. Improvements in forward care and personal protective equipment have resulted in increased survivability on the battlefield in *Operations Enduring Freedom* and *Iraqi Freedom*. This caused a shift in medical research, redirecting the focus to prevention and treatment for traumatic brain injury, ocular injuries, amputations, compartment syndrome, post-traumatic stress disorder and other mental health disorders, and rehabilitation. USAMRMC impacts Soldiers at every step from accession to deployment to demobilization.

Military infectious disease research is a top priority for USAMRMC, which has a program with the unique goal of developing and fielding medical products (i.e., vaccines, therapeutics, diagnostics, etc.) to prevent U.S. Service members from becoming ill from naturally occurring infectious diseases they may be exposed to while they're deployed far from home.

Subordinate Organizations

U.S. Army Aeromedical Research Laboratory

U.S. Army Institute of Surgical Research

U.S. Army Medical Materiel Agency

U.S. Army Medical Materiel Center

U.S. Army Medical Materiel Development Activity

U.S. Army Medical Research Acquisition Activity

U.S. Army Medical Research Institute of Chemical Defense

U.S. Army Research Institute of Environmental Medicine

U.S. Army Medical Research Institute of Infectious Diseases

Walter Reed Army Institute of Research

PROVIDING WARFIGHTERS WITH THE DECISIVE EDGE

Assistant Secretary of the Army (Acquisition, Logistics and Technology):	https://www.alt.army.mil
JPEO Chemical and Biological Defense:	http://www.jpeocbd.osd.mil
JPEO Joint Tactical Radio Systems:	http://jpeojtrs.mil
PEO Ammunition:	www.pica.army.mil/peoammo
PEO Aviation:	https://www.peoavn.army.mil
PEO Combat Support and Combat Service Support:	http://peocscss.tacom.army.mil
PEO Command, Control, and Communications-Tactical:	http://peoc3t.monmouth.army.mil
PEO Enterprise Information Systems:	www.eis.army.mil
PEO Ground Combat Systems:	www.peogcs.army.mil
PEO Integration:	http://www.bctmod.army.mil
PEO Intelligence, Electronic Warfare, and Sensors:	https://peoiews.monmouth.army.mil
PEO Missiles and Space:	www.msl.army.mil
PEO Simulation, Training, and Instrumentation:	www.peostri.army.mil
PEO Soldier:	http://peosoldier.army.mil
U.S. Army Acquisition Support Center:	http://asc.army.mil
U.S. Army Chemical Materials Agency:	http://www.cma.army.mil
U.S. Army Medical Research and Materiel Command:	https://mrmc.amedd.army.mil

ASA(ALT)

DESIGN • DEVELOP • DELIVER • DOMINATE